

ANNEX O

**OFF-AIRPORT
AVIATION ACCIDENT**

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OFF-AIRPORT AVIATION ACCIDENT ANNEX O

PART I

A. BACKGROUND

The Norman Y. Mineta San Jose International Airport (SJC) serves the Silicon Valley area of the greater San Francisco Bay region. With over 262,000 flights a year and 13 million passengers coming through the airport as of FY 2001, the possibility of a major aviation accident must be considered. In addition, flight paths from San Francisco International and Oakland International Airports fly over the City of San Jose

Within the boundaries of San Jose, Santa Clara County operates Reid Hillview Airport, a general aviation airport. Between 1996-2001, there has been a number of general aviation forced landings or unplanned landings. Aviation accidents may be caused by problems originating from mechanical difficulties, pilot error, or acts of terrorism.

Initially an airport accident will be treated as a Multiple Casualty Incident with a fire. Victim rescue and fire oppression will be the Fire Department's primary focus. The Fire Department will assume Incident Command in the field and Operations Chief in the Emergency Operations Center. Other City departments will support the Fire Department as outlined in the Emergency Operations Plan and this Annex.

Upon notification of the accident, the City of San Jose's Emergency Operations Center (OES) can be activated by the Office of Emergency Service at the direction of the City Manager or at the request of Fire or Police personnel, as outlined in the City's Emergency Operations Plan. Federal agencies will respond to the accident site including the National Transportation Safety Board (N.T.S.B.), the Federal Aviation Administration (F.A.A.), and the Federal Bureau of Investigation (FBI).

As the off-site aviation accident area transitions from one of rescue and fire suppression to recovery other City services will be drawn upon. Restoration of utilities, determination of structural safety and integrity, and street maintenance may be required to bring the City back to normal.

Aircraft accident is unique in creating two separate but related disasters for two sets of victims. The passengers and crew and their families are provided with specialized support under the National Transportation Safety Board Federal Family Assistance Plan for Aviation Disasters, created under Public Law 104-264, Title VII, Aviation Disaster Family Assistance Act of 1996. (Annex 1), October 9, 1996 (Attachment 4). Meeting their post-rescue needs is principally the responsibility of the airline that owns the aircraft. When the accident occurs off the airport site, members of the community are also victims, either through the direct mechanism of the accident, or through the disruption to community infrastructure caused by the crash. Aid to these victims will come initially through community consequence management resources.

An aircraft accident is also unique in creating an event with a two level public safety response. Initially local law enforcement will focus on supporting victim rescue and damage abatement operations through providing scene security and access control, traffic control, and crowd control. Services to the impacted residential community may include warning and evacuation assistance, and neighborhood security. Once the rescue is complete and all fires have been put out, the focus shifts to crime scene preservation and evidence protection. The lead law enforcement agency may shift to the Federal Bureau of Investigation (FBI), and the lead investigative agency will be the National Transportation Safety Board (NTSB). Once federal agencies take charge of the crash site, a Joint Operations Center (JOC) and Joint Information Center (JIC) will be established that will include local government representatives along with federal agency personnel.

B. PURPOSE

This annex has been developed to provide the basis for government and the private sector to coordinate and interrelate in the event of an off-site aviation accident in San Jose to save life and protect property.

C. SCOPE

This plan addresses the emergency response to an off-site aviation accident within the City of San Jose. This annex is intended to supplement the City of San Jose Emergency Operations Plan. It will address elements of the emergency organization that would have specific emphasis during an off-site aviation accident emergency.

This annex is intended as a guide; it can be modified, as necessary, to cope with unforeseen conditions and events.

PART II

	OFF-AIRPORT RESPONSE FUNCTIONS												
PRIMARY & SUPPORTING AGENCIES	Management Section Chief	Emergency Public Info	Off-Airport Advisory	Fire/Rescue	Operation Chief	Law Enforcement - Traffic Control	Care & Shelter	Construction Engineering	Communications	Planning/Intelligence	Logistics	IT/Telecomm	Personnel
P = Primary S = Supporting													
City Manager	P	P											
Airport		S		S			S						
Convention Arts and Entertainment		S					S						
Employee Services							S						P
Environmental Services		S						S		S	S		
Fire		S		P	P				P	S			
General Services							S				P	S	
Information Technology										S	P		P
Parks, Recreation and Neighborhood Services		S					P						
Planning, Building and Code Enforcement										P			
Police		S				P			S	S			
Public Works								P	S	S	S		
Transportation			S	S		S		S	S	S	S		
Air National Guard													
American Red Cross							S						
CHP						S							
FBI						S							
NTSB						S							
RACES									S				
SCVWD			S	S				S					
San Jose Search & Rescue				S									
Santa Clara County Communications				S									
Santa Clara County Health Dept/EMS				S					S				
Santa Clara Medical Examiner/Coroner				S			S						

MANAGING AN OFF-SITE AVIATION ACCIDENT OPERATION

This annex provides a plan for managing an off-site aviation accident. The plan is also supported by departmental Standard Operating Procedures (SOPs) and site-specific data. SOPs and attachments have been prepared and are maintained by the responsible and supporting City departments.

The City's Emergency Operations Plan describes the pattern of emergency response in San Jose. An annex is also required because of some unique characteristics of an off-airport accident.

A MANAGEMENT SECTION

1. Management Section Chief

a. Purpose

The City Manager is the Director of Emergency Services (DES) and controls and directs the efforts of the emergency organization.

b. Organization

The emergency organization will be mobilized as necessary to respond to an off-site aviation accident emergency, following the Emergency Operation Plan.

c. Operational Phase and Plan Phase Activation

1) Preparedness Phase

The Management Section Chief will ensure that the organization is adequately prepared to respond to an off-airport aircraft accident, including having an adequate response plan.

2) Response Phase Action

The Management Section Chief may declare a local emergency due to an off-site aviation accident. The Management Section Chief will keep the Mayor and City Council informed of significant actions taken.

The Management Section Chief may direct the Chief of Police to issue a voluntary evacuation advisory, or order the evacuation of an area that is, or is expected to become a life or health hazard through direct effects or indirect effect. This type of area is defined as an "evacuation area".

The Management Section Chief has the option to advise mandatory evacuation of an area near an active off-site accident site, if the area is expected to become a life or health hazard. Residents of the area shall be given humanitarian support by City-directed resources. This type of area is defined as a "disaster area."

The Management Section Chief or designee shall direct the Chief of Police to order an evacuation only after declaring a Local Emergency due to an off-site aviation accident. The authority for ordering an evacuation is in State Government Code 38791 (See Attachment 1?).

3) Recovery Phase

All EOC Section Chiefs will participate in after-action meetings. OES will submit required reports to the Op Area. At the termination of the local emergency, the Management Section Chief will appoint a designated representative for Public Assistance and a designated representative for Individual Assistance, if a Presidential Disaster Declaration has been issued.

2. EOC Coordinator

a. Purpose

The EOC Coordinator provides a focal point for planning and preparedness action for all hazards emergency preparedness, response, and recovery and provides advice to EOC staff during activation.

b. Organization

Responsible Agency: OES

Supporting Agency: City Manager's Office, San Jose International Airport

c. Operational Phase and Plan Phase Activation

1). Preparedness Phase

The Office of Emergency Services will conduct a review of the emergency organization every year to ensure that it is current. Each responsible department will have completed the actions:

- Inventory supplies and equipment, and initiate action to achieve readiness
- Forward plan revisions to the Office of Emergency Services (OES).
- Update emergency telephone numbers for vendors of critical resources annually.

The Office of Emergency Services (OES) staff will check telephones and radios at the EOC and report any problems to Information Technology Department. Emergency telephones and radios not located in the EOC will be tested by the responsible department. Inoperable equipment will be repaired and returned to service as soon as possible.

OES shall review the Off-Site Aviation Accident Annex every five (5) years, and distribute changes to the plan holders as appropriate.

2). Response Phase

The EOC is activated, and coordination and direction of response and recovery actions are conducted from the EOC. Initial goals are the support of victim rescue operations and damage abatement at the accident site and the surrounding area.

Consequence Management will focus on care and shelter operations, damage assessment and documentation. Mutual aid will be requested as needed through appropriate channels.

Emergency management staff will consider recommending that the City Manager declare a LOCAL EMERGENCY and request a Gubernatorial declaration of a STATE OF EMERGENCY, and a PRESIDENTIAL DISASTER DECLARATION, if appropriate.

The EOC Coordinator will coordinate the human care elements through the San Jose International Airport staff and the local American Red Cross chapter. Under federal aviation law, the airlines will provide assistance to the victims on the aircraft and their families. City staff will support Airport staff in locating appropriate lodging, meeting space, counseling facilities, and child care facilities, and will assist in finding local resources as needed. All costs will be the responsibility of the airline.

Assistance to victims on the ground will be provided in accordance with normal Care and Shelter Operations in the EOC.

When the federal agencies arrive to assume control of the accident scene, they will open a Joint Operations Center where San Jose will be represented, and which will coordinate with the San Jose EOC.

3) Recovery Phase

In the event of a PRESIDENTIAL DISASTER DECLARATION, individual disaster recovery assistance may be offered by the Federal Emergency Management Agency (FEMA) and/or the Small Business Administration (SBA) to affected residents. Disaster Application Centers (DACs) may be established by FEMA and the California Governor's Office of Emergency Services (State OES). State of California OES is to assist the community with recovery activities.

The EOC will focus on the restoration of public infrastructure required to restore the affected neighborhoods or city area to full functioning. Debris removal will have a high priority.

The City of San Jose will provide logistical support to the DACs. The type and degree of City staffing and support will depend upon the needs of the citizens, and the functional needs of FEMA and State OES.

At the termination of the local emergency, the EOC Director will provide documentation for reimbursement to the Finance Chief.

The EOC Coordinator will coordinate with the Management Section Chief to ensure that an appropriate community memorial opportunity is created. Partners would include elected officials, Airport Chaplaincy, representatives of the victims, both in the airplane and on the ground, Airport and Airline staff.

3. Emergency Public Information

a. Purpose

The purpose of the Emergency Public Information function is to provide accurate and timely information to the community through releases to the news media, (including the press and the electronic media, radio, television and cable television) under the direction of the City's designated Deputy Manager, serving as the Chief Emergency Public Information Officer.

b. Organization-Responsible and Supporting Agencies

Responsible Agency: City Manager's Office

Supporting Agencies: Fire
Police
Airport
Environmental Services Department
Department of Transportation
Department of Conventions,
Arts and Entertainment

c. Operational Phase and Plan Phase Activation

1). Preparedness Phase

The Public Information Officer (PIO) will develop or revise sample text for aircraft accident news releases. The PIO will revise the listing of news media contacts and state and federal counterparts as appropriate.

2) Response Phase Action

The PIO will keep the public informed of developing conditions and of prudent actions to take via the news media, including the Emergency Alert

System (EAS) and 277-HELP messages.

The PIO will establish liaison with Police and Fire field PIOs to ensure that the EOC is kept abreast of all media contacts at the scene.

The PIOs will establish liaison with the Mayor's PIO to ensure that he is kept abreast of all developments and to coordinate media release factual content.

The PIO will set up media conferences as directed by the Chief PIO. The PIO will prepare for approval of media releases, handbills, 277-HELP messages in appropriate languages. The PIO will publicize the 277-HELP activation at the direction of the Assistant City Manager. The PIO will use all appropriate media contact points to enhance community awareness of the event.

The EOC Coordinator will coordinate with the PIO to script and record an appropriate message on 277-HELP in appropriate languages. At the direction of the Management Section Chief, 277-HELP may become a staffed answering point using City staff from the Neighborhood Development Center and/or Police Communications. The City Call Center will respond to public inquiries. Requests to the Emergency Public Information Officer (PIO) for information from the news media will be forwarded appropriately and their media line may be activated and published.

Media releases should be coordinated with the Airline and Airport to ensure that victims are aware of available services. This would include information on the availability of Airline services to the victims and their families, City services for residents in the accident area, and possible religious/memorial events.

3) Recovery Phase

PIOs will continue to support the release of information to the community through the media during the recovery period. Coordination with federal partners, the Airline and Airport, and elected officials must continue. When the DAC is established, PIO will coordinate with state and federal partners to ensure that outreach is conducted in affected neighborhoods.

When federal agencies arrive to assume control of the accident site, they will establish a Joint Information Center. City PIO will coordinate with the federal PIO at the JIC and ensure that a media plan is mutually developed to ensure that all media releases are coordinate.

B. OPERATIONS SECTION

1. Operations Chief

a. Purpose

The role of the Operations Section Chief is to provide coordination of emergency operations functions across City departments, and to carry out the goals set during the Action Planning Briefing in support of the field IC. The Operations Chief will direct the preparation of operational plans for the Operations Section Branch in support of the Action Plan, and request or release mutual resources.

b. Organization

The Fire Chief or designee is the Operations Chief. The Emergency Operation Center will be staffed in accordance with the City Emergency Operation Plan.

c. Operational and Phase Activation

1). Preparedness Phase

This phase includes “readiness actions” such as reviewing off-airport accident plans and departmental SOPs, reviewing notification callback lists, and checking, procuring and maintaining equipment and supplies.

This phase also includes periodic situation appraisal, including the use of inter-agency exercises to ensure readiness and multi-agency compatibility for seldom used, high-risk skills associated with off-airport accident rescue and damage abatement.

The Operations Chief will ensure early communication with San Jose International Airport regarding all potential aviation forced landings off-airport, regardless of the point of origin or departure, whether from SJC or any of the County’s three general aviation airports.

2). Response Phase

Any major off-site aviation accident will involve long and protracted emergency operations requiring specialized skills, equipment and manpower. The Operations Chief will determine the scope of the operation and will coordinate with the IC to determine the need for, and request additional resources to support Operations, both in the field and in the EOC. These may include Police and Fire mutual aid resources, as well as contract equipment and operators, such as cranes, dozers, lighting, foam delivery, and related resources.

The Operations Chief may activate the MCIP staff the Medical Liaison position if there are living victims.

The Operations Chief may fill the Coroner Liaison position and request assistance from the County Medical Examiner/Coroner Office if there are dead victims. Deceased victims and body parts will only be moved to rescue the living or abate a safety problem until the ME/Coroner Deputies arrive. .

3). Recovery Phase

All departments will continue all actions needed to return the community to pre-accident functioning. A concerted effort will be made to replace and or repair equipment and resources used to mitigate this accident. All efforts will be made to provide the Finance Section Chief with costs associated with the emergency response to ensure reimbursement by responsible parties.

2. Fire and Rescue

a. Purpose

The primary function of Fire and Rescue is to extinguish fire and to provide direction for rescue and emergency medical triage/treatment to persons involved in the accident, both in the aircraft and on the ground.

b. Organization - Responsible and Supporting Agencies

Responsible Agency: Fire Department

Supporting Agencies: Santa Clara County Fire Mutual Aid
Department of Transportation
SCCDHHS/EMS
SCC Communications
Airport (SJC)
SCC Medical Examiner/Coroners
San Jose Search & Research (SAR)
CA Air Guard

c. Operational Phases and Plan Activation

1) Preparedness Phase Actions

The Fire Department regularly inventories rescue equipment and aviation fire fighting equipment. Resource lists of specialized equipment will be checked and revised as necessary. The Fire Department will exercise inter-agency low frequency high-risk simulations to hone the skills necessary to cope with an off-site aviation emergency.

The Fire Department will review and update callback lists for all fire personnel to ensure current availability.

2) Response Phase

The Fire Department will establish ICS, and provide rescue and fire suppression services for persons and property involved at the accident. The Fire Department will use supporting agencies, as appropriate.

Dealing with an off-site aviation accident will be a long and continuous event, requiring sufficient relief personnel and supplies. Depending on the length and scope of the operations, callbacks will be needed for shift change and personnel rehabilitation periods.

The Fire/Rescue Branch Direction will support the Field IC with City of San Jose, private sector firms, Operational Area EOC, and State OES resources, as needed. Following Fire Department SOP's the IC will determine the number and location of victims with injuries and the number of fatalities; and contact SCC DHHS/EMS to activate MCIP, when appropriate, and the ME/Coroner to send deputies, when appropriate. The IC will coordinate heavy rescue operations, containment and clean up of hazardous materials releases up of hazardous material releases, and keep EOC informed through the Fire/Rescue Branch. The Fire/Rescue Branch Director will consider an early call for Mutual Aid, to ensure that an adequate re-supply of resources and staffing will be available.

The Fire/Rescue Branch Director will ensure that on-site critical incident stress debriefers are provided to accommodate the needs of those emergency personnel coming off the line due to the traumatic nature of this type of event. Fire and Police Department peer counselors and County Mental Health resources should be request.

3) Recovery Phase

The Fire/Rescue Branch Director will continue all actions needed to return the community to pre-accident functioning. This will include coordination of on-going site remediation for hazardous materials and fire fighting water and foam.

Replacement resources, injury reports and cost related to the mitigation of this disaster will be documented and forwarded to Employee Services Department and Finance Section Chief.

As Fire and Rescue operations come to a conclusion, the accident site will transition to evidence recovery and possible crime scene investigation. Care must be taken that evidence be left in place. Representatives from the San Jose Police Department will assume IC when all rescues are completed and all hazards are abated. FBI, FAA, and NTSB will oversee the investigation.

3. Law Enforcement

a. Purpose

Law Enforcement is responsible to secure the perimeter of the accident site, preserving accident site evidence and provide traffic and crowd control necessary for public safety. SJPd will manage evacuation, and request ME/Coroner operations if needed. SJPd will assume IC when Fire and Rescue tasks are complete, and coordinate with and support federal agencies overseeing the accident site investigation.

b. Organization - Responsible and Supporting Agencies

Responsible Agency: Police Department

Supporting Agencies SCCo.Law Enforcement Mutual Aid Agencies
CHP
FBI
N.T.S.B.

c. Operational Phases and Plan Activation

1) Preparedness Phase Actions

The Police Department will:

- Review their Off-Site Aviation Accident Emergency Plans, including evacuation routes and traffic control points, and revise them as necessary. The Police Mobile Command Post and mobile radio station /DUI vehicle should be inspected for readiness.
- Participate in inter-agency exercises to develop continuity in dealing with low frequency high-risk emergencies such as an off-site aviation accident.
- Review and update callback lists for all SJPd. Update telephone list of all vendors of critical law enforcement resources.

2) Response Phase

The Law Enforcement Branch Director will:

- Mobilize, deploy, and organize City law enforcement resources as part of the ICS Law Branch for security, crowd control, traffic control, and perimeter control operations. Ensure that field staff assist the Fire Department with damage assessment in and around the accident site, including all affected neighborhood locations. This information should be transmitted to the Operations Chief as soon as possible.

- Initially establish accident site as a crime scene. Field staff will deny entry to all persons unless authorized to enter by Incident Commander or designee.
- Conduct initial preliminary investigation to identify witnesses, and ensure fragile evidence items are preserved for appropriate federal investigative agency.
- Coordinate law enforcement agencies, including mutual aid resources, N.T.S.B., FBI, F.A.A.

The Police Chief or designee is responsible for all evacuation functions. In the event evacuation operations are required, he will coordinate with the Management Section Chief and ensure that elected officials are notified before issuing the order.

The Law Branch Director will keep the Management Section Chief, PIO and Situation Analysis staff informed of street closures and traffic routings.

The Police Department, coordinating with the Department of Transportation for traffic control devices, and will activate the Traffic Control Plan. The Police Department will coordinate with the Law Branch Director to secure the area, denying access to all except fire and rescue personnel, law enforcement personnel, and federal agency representatives. S.J.P.D. will maintain the perimeter, treating the accident site as a crime scene until otherwise directed by federal authorities.

At the request of the Law Branch Director via the Operations Chief, the Logistics Section Chief will arrange evacuee transportation by bus from assembly points to Congregate Care Centers, coordinating with the Santa Clara Valley Transportation Authority. The Police Department will provide support and escort service as necessary. City transportation resources, such as Airport busses, may also be used.

3) Recovery Phase

The Law Branch Director will continue all actions needed to return the community to pre-accident functioning.

Replacement of resources, documentation costs related to the mitigation of the accident will be forwarded to the Finance Section. Injury reports will be forwarded to Employee Services.

The Law Branch Director will ensure that there are adequate resources to provide accident scene security, traffic control services, neighborhood security/anti looting patrols, and evidence protection.

Traffic control and crowd control services will be provided, as needed, at DAC's, Family Assistance Center provided by the Airline, community shelter provided by the American Red Cross, and any other accident-related location requiring special consideration. The Law Branch Director should coordinate with the Airline to obtain civilian security personnel at Airline expense, when appropriate.

**CITY OF SAN JOSE
RESPONSE PLAN FOR OFF-AIRPORT ACCIDENT**

LAW ENFORCEMENT FIELD CHECKLIST:

- Verify the incident
- Notify San Jose International Airport – 277-5378, Manager on Duty
- Ensure the response of adequate personnel

Command Posts, Staging and Briefing Areas

PIO

Bureau of Investigations

Backup Patrol Resources

- Ensure coverage for the remainder of the City.
- Establish an Incident Command Post (jointly with the Fire Department)
- Establish inner/outer perimeters
- Make appropriate notifications

FBI

CHP and/or allied law enforcement agencies, if appropriate

Airport

Public Utilities

- Isolate, control and protect the crime scene
- Assure security for personnel, vehicles and equipment
- Communications/coordinate with law enforcement resources
- Gather intelligence and update the Incident Command Post
- Coordinate deployment of specialized law enforcement
- Control access to the scene (badges/passes)
- Arrest and hold suspects
- Coordinate traffic flow, especially for emergency and rescue vehicles
- Develop and implement a plan for tracking victims in coordination with the MEDICAL GROUP
- In conjunction with the NTSB and with the assistance of the FBI, develop and implement a plan for the identification, collection, and preservation of evidence.

4. Medical Operations

This is a County function. The Operations Chief may activate a medical liaison.

5. Medical Examiner/Coroner

This is a County function. The Operations Chief may activate a coroner liaison.

6. Public Health

This is a County function. The Operations Chief may activate a public health liaison.

7. Care And Shelter

a. Purpose

The purpose of the Care and Shelter function is to provide congregate care and shelter for San Jose residents affected by potential or actual displacement due to the accident. Services will be coordinated with the American Red Cross and County Mental Health.

American Red Cross services to victims and families in an aviation disaster are dictated by federal law. The Red Cross will dispatch a Disaster Action Team to the accident site once it has been notified. They will provide support, care and food services for the victims, family, friends, and rescue personnel in coordination with the affected airline, based on federal law. City Care and Shelter staff will assist with funding appropriate facilities. City services to the neighborhood impacted by the off-airport aviation accident will include temporary shelter, feeding, other support services usually provided during disasters, and critical incident stress debriefing.

b. Organization - Responsible and Supporting Agencies

Responsible Agency: Parks, Recreation & Neighborhood Services

Supporting Agencies: American Red Cross
Airline owning the plane
Conventions, Arts & Entertainment
General Services
School Districts under contract to the Red Cross
Employee Services Department
Airport

c. Operational Phases and Plan Activation

1) Preparedness Phase Actions

The Director of Parks, Recreation & Neighborhood Services (PRNS) or her designee will review shelter plans and alert lists, and establish liaison with supporting agencies to review agreements. A review will be conducted to update callback lists and outside resource lists to ensure current availability, annually.

2) Response Phase

The Director or designee of PRNS is the Care and Shelter Branch Director. She will alert and mobilize staff and supporting agencies as necessary. She will open congregate care centers and/or shelters in accordance with the agreement with the American Red Cross as directed by the Operations Chief. She may request manpower support, if necessary, from the Employee Services Department, including bilingual staff and extra staffing.

The Care and Shelter Branch Director will request sanitation, health and/or facility inspections and support from Logistics/Public Health Liaison.

The Care and Shelter Branch Director shall request the PIO to create announcements and/or informational pamphlets that would benefit evacuees requiring shelter.

4) Recovery Phase

Depending on the extent of community damage, the shelter for community victims may have to remain open during the early days of the recovery process until the Recovery Branch Housing Unit can find short-term re-housing for the neighborhood victims.

The Care and Shelter Branch Director will assist the American Red Cross in closing congregate care centers and/or shelters. All appropriate documentation related to cost and expenses will be forwarded to the Finance Section Chief.

8. Construction and Engineering

a. Purpose

The purpose of the Construction & Engineering function is to plan, direct and provide logistical support for dealing with the infrastructure consequences of an off-site aviation accident.

b. Organization - Responsible and Supporting Agencies

Responsible Agency: Department of Public Works

Supporting Agencies: Department of Transportation
Environmental Services Department
Santa Clara Valley Water District
Public Utilities
Contractors

c. Operational Phases and Plan Activation

1) Preparedness Phase Actions

- a) The Director of Public Works or designee is the Construction and Engineering Branch. She will coordinate with the Department of Transportation and General Services to inventory the cribbing stockpile, shoring materials, and barricades and delineators, and other emergency response stores, and replenish if necessary
- b) Callback lists for all Branch staff will be updated and the list of vendors of critical resources will be reviewed with the Logistics Chief and updated to ensure current availability.

2) Response Phase

- a) Public Works Department is responsible for determining the structural integrity of public infrastructure and buildings affected at the accident site. The Construction and Engineering Branch Chief will also coordinate with the utility companies to ensure adequate service provision to the accident site.
- b) Planning, Building and Code Enforcement is responsible for determining the structural integrity of privately owned buildings affected by the accident. The Damage Assessment Branch Chief will ensure that information is collected quickly and provided at the first possible Action Planning Briefing.

3) Recovery Phase

The Director of Public Works will oversee all public facilities and infrastructure restoration and reconstruction. The Director of Transportation or designee will have barricades and other equipment removed from public property.

All documentation related to cost and expenses related to the event will be forwarded to the Department of Finance.

9. Communication

a. Purpose

To plan and implement the transmission of message traffic from the field to the EOC.

b. Organization

Responsible Agency: Fire Communications
Police Communications
RACES

Supporting Agencies: Public Works
Pacific Bell
AT&T Wireless
Call Center

c. Operational Phases and Plan Activation

1) Preparedness Phase

OES staff checks the EOC plans and radios during exercises twice each year, and replenish workstations monthly. RACES holds monthly training meetings, and exercises at least twice each year. Police and Fire Dispatch hold regular training sessions on emergency response for their Senior Dispatchers.

2) Response Phase

The on-duty Fire and/or Police Communications Shift Supervisor will confer with the Fire and/or Police Incident Commander, or on-call Communications Management staff regarding EOC activation. The Communications Shift Supervisor will contact the EOC Coordinator or designee, regarding the level of EOC activation.

The on-duty Fire and Police Communications Supervisor will coordinate activation of the EOC at the appropriate level, using the EOC Call Out List for the appropriate activation level, which is provided by OES.

Police Dispatch Senior will assist with setting up the EOC, including activating the CAD connections into the EOC.

Police and/or Fire Dispatch Senior will check the CAD periodically (at least every hour), make a printout of all calls during the disaster period, and evaluate and code the calls for service in three levels: yellow for calls related directly to the off-airport aviation disaster. Blue for Code 3 calls throughout the City unrelated to the disaster, and unmarked for all other calls for service.

This marked printout will be placed in the Operation Section for access by

all EOC staff. The Operations Section Chief will include a summary of other call volume and relative distribution in his Action Planning Briefing.

Police and/or Fire Dispatch will support the staffing of 277-HELP line with trained personnel, when such activation is authorized by the Management Section Chief.

RACES staff will operate the Radio Room and ensure the timely transmittal of all message traffic to the correct EOC staff.

RACES staff will provide shadows in the field for any City field forces on request, and will provide communications and escort service for any City officials who need to go into the field during the disaster.

3) Recovery Phase

Police Dispatch personnel will ensure that all CAD systems are turned off and left in secure mode when the EOC closes.

C. LOGISTICS SECTION

1. Logistics Chief

a. Purpose

The purpose of the logistics function is to plan, direct, and provide logistical support to the emergency response and recovery operations.

b. Organization – Responsible and Supporting Agencies

Responsible Agency: General Services

Supporting Agencies: Department of Transportation
Environmental Services Department
Public Works
Pacific Bell
AT&T Wireless
Call Center

c. Operational Phases and Plan Activation

1) Preparedness Phase Action

- a) The Director of General Services or designee will serve as the Logistics Section Chief. He will inventory emergency response equipment in City stocks and coordinate with user departments to be sure supplies are adequate.
- b) The Logistics Chief will update emergency telephone numbers of vendors of critical resources, at least annually. He will ensure the availability of critical equipment, such as foam replenishment trucks, on a 24-hour basis. He will coordinate with the Fire Chief to develop a list of aviation accident specific supplies and equipment, and ensure that vendor sources are updated annually.

2) Response Phase

The Logistics Chief will respond to the EOC as required, and mobilize section personnel according to the EOP, in support of the Logistics Section.

The Logistics Chief will closely coordinate with the Operations Chief to ensure that all needed support is provided in a timely fashion.

3) Recovery Phase Actions

- a) The Logistics Chief will coordinate with other departments to restock depleted supplies.
- b) The Logistics Chief will provide documentation for reimbursement to the Finance Section Chief.

2. Information Technology

a. Purpose

The purpose of the Information Technology function is to ensure that adequate radio and telecommunications assets are available during an off-site aviation accident, and to ensure that all communications and computer infrastructure is the EOC is working.

b. Organization - Responsible and Supporting Agencies

Responsible Agency: Information Technology

Supporting Agencies: Private Sector

c. Operational Phases and Plan Activation

1) Preparedness Phase

IT staff members check the EOC computers weekly. IT staff installs software upgrades to the computers as needed. IT staff checks Traffic Camera Control equipment every 6 months.

2) Response Phase

IT staff reports to the EOC upon activation to ensure proper functioning of all computers and networks and to coach EOC staff on the use of communications infrastructure.

Communications resources to be considered, regardless of the level of EOC activation, include:

- Police Mobile Command Post and/or Mobile Radio Station/DUI vehicle
- Fire command Post Support Vehicle/Incident Dispatch Team
- IT Communications Manager:
 - ✓ Will distribute communications equipment (pagers, radios, and cellular phones) if required and if available.
 - ✓ Will contact Pac Bell liaison, if required.

Coordinate with the Operations Section to determine what communications resources are needed in the field and in the EOC.

IT supports the activation of the HELP line as needed.

3) Recovery Phase

- IT staff will support data collection technologies during the Recovery Phase.
- When the EOC closes, IT staff will inspect all computers and restore the desktops and software to proper configuration; and consider any changes or enhancements requested by EOC staff. Any such changes will be coordinated with OES before implementation
- IT staff will provide documentation for reimbursement to the Finance Section Chief.

All documentation of expenses related to the event will be forwarded to the Finance Department

2. Personnel

a) Purpose

The Personnel Section obtains all personnel needed to staff emergency response and support positions. In addition to supporting EOC staffing, the Personnel Branch will coordinate with NGO's to manage spontaneous unsolicited volunteers.

b) Organization Responsible and Supporting Agencies

Responsible Agency:	Employee Services
Supporting Agencies:	American Red Cross
Volunteer Center of Silicon Valley	

c) Operational Phases and Plan Activation

1) Preparedness Phase

The Personnel Branch will maintain up to date lists of employees with bilingual skills who could assist with PIO efforts, 277-HELP, and staff the shelters and DACs.

The Personnel Branch will maintain contact with the Volunteer Center to ensure that they have established procedures for coordinating spontaneous unsolicited volunteers (SUVs).

2) Operational Phase

The Personnel Branch will support shift change staffing, as needed. The Personnel Branch will activate the spontaneous unsolicited volunteer coordinators program with the Volunteer Center.

In the event of an off-airport aviation accident there is a great likelihood that people will respond to the accident site to volunteer their services. These people are collectively known as Spontaneous Unsolicited Volunteers (SUVs). Due to their potential numbers, they can negatively impact rescue response and accident site integrity. SUVs will need to be directed to a site away from the accident area. They can be utilized if they are referred to the Volunteer Center of Silicon Valley and integrated into appropriate NGO response.

Local jurisdictions in Santa Clara County may request the Volunteer Center of Silicon Valley to activate. The Volunteer Center executive staff will determine activation capabilities based on assessment of available staff and resources.

Source: The Volunteer Center of Silicon Valley: (408) 247-1126

D. PLANNING/INTELLIGENCE SECTION

3. Planning/Intelligence Section Chief

a. Purpose

The purpose of the Planning/Intelligence Section Chief is to coordinate the work of the Section to use information from the field and department representatives in the EOC to determine the extent and magnitude of an off-site aviation accident, the extent of damage to public and private property, to initiate the recovery of the community from the disaster, and to document the disaster through maps, the official EOC log, and status boards in the EOC. The Section will use RIMS to relay reports via the Operational Area to State OES – Coastal Region office, including situation/status and initial damage estimates.

b. Organization - Responsible and Supporting Agencies

Responsible Agency: Planning Department

Supporting Agencies: Fire Dept
Department of Public Works
Environmental Services Department
Department of Transportation

c. Operational Phases and Plan Activation

1) Preparedness Phase Actions

The Section Chief shall ensure that adequate staff members are trained to activate this section and that PB&CE staff checks GIS equipment, including computer software, every 6 months to ensure its proper functioning.

2) Response Phase

- a) The Section Chief evaluates the disaster based on information from the Operations Section Chief, and determines the appropriate staffing level for the Section.
- b) The Section Chief provides the lead for all Action Planning Briefings, and provides the fire portion of the briefing, following the Action Planning format.
- c) The Section Chief ensures that all appropriate documentation is developed and maintained, and that all state-required RIMS forms are developed and sent in a timely fashion.

3) Recovery Phase

The Department of Planning, Building & Code Enforcement (PB&CE) will develop an abbreviated inspection and permitting process when appropriate to the disaster, and provide assistance to residents needing disaster-recovery work. PB&CE may request the City Council to reduce or waive fees, where appropriate

2. Damage Assessment

a. Purpose

The Damage Assessment Branch will determine the extent and value of disaster-related damage to privately owned property and infrastructure, document this information, and support the development of appropriate RIMS forms.

b. Organization

Responsible Agency: Planning, Building and Code Enforcement Department

Supporting Agencies Building Officials Mutual Aid
Housing

c) Operational Phases and Plan Activation

1) Preparedness Phase Actions

The Damage Assessment Branch Director will ensure that an adequate number of staff members are trained in ATC-20, and other techniques for rapid post-disaster damage assessment. The Damage Assessment Branch Director will ensure that a stockpile of building posting materials is maintained for ready access in the appropriate languages of the community.

2). Response Phase

The Damage Assessment Branch Director will activate the damage assessment plan. The Damage Assessment Branch Director will collect, interpret and document the damage assessment information for private property collected by the PB&CE staff, and collect damage assessment information from the Construction and Engineering Branch Chief for public property. He will consolidate this information and assist with the preparation of the Initial Damage Estimate on RIMS, and all further damage assessment updates required by the State and Federal agencies. The Damage Assessment Branch Director will assist with the preparation of materials for the Action Planning Briefing for presentation by the Section Chief.

3) Recovery Phase

The Damage Assessment Branch Director will provide assistance to the Recovery Section Chief to ensure that all damage is addressed.

3. Situation Analysis

a. Purpose

The Situation Analyst Branch will create maps, status boards, reports, logs and other documentation of the disaster to ensure that all actions and costs are documented.

b. Organization

Responsible Agency: Planning, Building and Code Enforcement

Supporting Agencies: Fire
Police
Housing
Environmental Services
Transportation

c. Operational Phases and Plan Activation

1) Preparedness

The Situation Analysis Branch Director, in coordination with OES and IT, will ensure that the EOC facility remains properly supplied with material and technology to support the work of the branch. He will ensure that an adequate number of PB&CE staff is trained to assume the duties of the branch, including the preparation and submission of the RIMS forms.

2) Response

- The Situation Analysis Branch Director will oversee the documentation of the disaster in accordance with the Emergency Operations Plan and the State SEMS requirements
- He will ensure that all RIMS forms are prepared and submitted in a timely fashion.
- He will ensure that maps and other supporting documentation are developed for the Action Planning Briefings.
- He will oversee the collection of all situation related data, such as weather, tides, sunrise and sunset, and other such external data as may be requested by the Section Chief.

3) Recovery

The Situation Analysis Branch Director will provide documentation to support all FEMA reimbursement submissions. He will assist the Finance Chief with the development of exhibits and supporting documentation for all reimbursements to responsible parties and insurance carriers.

4. Recovery Planning

a. Purpose

The Recovery Planning Branch shall review all disaster analysis information and damage assessment data and develop a plan to restore the community to pre-disaster condition as quickly as possible.

b. Organization

Responsible Agency: Planning Building and Code Enforcement Department

Support Agencies: Fire Department
Department of Housing
Environmental Services Department
Department of Transportation

c. Operational Phases and Plan Activation

1) Preparedness

The Recovery Branch Director ensures that all resource lists for essential recovery services are kept current.

2) Response Phase

- The Recovery Branch Director in conjunction with N.T.S.B. direction, evaluates the need for debris removal from public and private property and begins working with City departments and the Logistics Section to organize staffing, rollout bins, and equipment.
- The Recovery Branch Director evaluates the need for utility repairs and coordinates with Construction and Engineering through the Utility Coordinator.
- The Recovery Branch Director evaluates the need for repairs to major public facilities and coordinates with Construction and Engineering.

3) Recovery Phases

The Recovery Branch Director reviews the disaster damage assessment information and takes any steps that will hasten community recovery, providing federal agencies concur.

E. FINANCE SECTION

1. Finance Section Chief is the Director of Finance or designee.

a. Purpose

The role of the Finance Section Chief is to ensure that all off-airport aviation accident expenses are accounted for, and that private, federal and state reimbursement is obtained.

b. Organization

Finance representation may be provided in person or electronically.

2. Operational Phases and Plan Activation

a. Preparedness Phase

- 1) By October 1 of each year Finance will review and update the reimbursement manual to ensure compliance with federal and state reimbursement guidelines.
- 2) By October 15 a new/revised manual will be prepared, if needed. One copy will be provided to each EOC Section Chief and the EOC Coordinator.

b. Response Phase

- 1) Finance will support EOC operation as outlined in City Emergency Operations Plan (EOP)
- 2) Finance will appoint an individual to serve as the point of contact for financial tracking.

c. Recovery Phase

- 1) Coordinate all financial recovery from private, FEMA and state with the designated representative for Public Assistance, if there is a Presidential Declaration.
- 2) Assist the designated representatives with all paperwork and form filing for reimbursement to the City of San Jose.
- 3) Within 10 days all department directors will provide material for FEMA schedule B claims to the City's designated representative for Public Assistance, if appropriate.

FEDERAL FAMILY ASSISTANCE PLAN FOR AVIATION DISASTERS

PREPARED BY THE NATIONAL TRANSPORTATION SAFETY BOARD

April 12, 2000

SUBJECT: Federal Family Assistance Plan for Aviation Disasters

1. REFERENCES.

- a. Presidential Executive Memorandum, Subject: Assistance to Families Affected by Aviation and Other Transportation Disasters, September 9, 1996
- b. Public Law 104-264, Title VII, Aviation Disaster Family Assistance Act of 1996, October 9, 1996
- c. Memorandum of Understanding between Department of Defense and National Transportation Safety Board, April 3, 1997
- d. Memorandum of Understanding between Department of Health and Human Services and National Transportation Safety Board, June 19, 1997
- e. Memorandum of Understanding between Department of Justice and National Transportation Safety Board, January 28, 1997
- f. Memorandum of Understanding between Department of State and National Transportation Safety Board, June 18, 1997
- g. Memorandum of Understanding between Federal Emergency Management Agency and National Transportation Safety Board, October 24, 1998
- h. Statement of Understanding between American Red Cross and National Transportation Safety Board, September 28, 1998
- i. Memorandum of Understanding between Department of Transportation and National Transportation Safety Board, June 19, 1997
- j. Department of Transportation and National Transportation Safety Board, Final Report, Task Force on Assistance to Families of Aviation Disasters, October 29, 1997
- k. Public Law 105-148, Foreign Air Carrier Family Support Act, December 16, 1997

2. PURPOSE. This plan assigns responsibilities and describes the airline and Federal response to an aviation crash involving a significant number of passenger fatalities and/or injuries. It is the basic document for organizations which have been given responsibilities under this plan to develop supporting plans and establish procedures.

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3. IMPLEMENTATION. This plan shall be executed in full or part by the Director, Office of Family Affairs (FA), at the direction of the Chairman, National Transportation Safety Board (NTSB).

- a. The Director shall recommend to the Chairman activation of the plan or portions thereof.
- b. Federal agencies that have responsibilities under this plan shall maintain control of their resources while supporting the NTSB in accordance with the above references. (For

purposes of this document the terms “Federal agencies” and “Federal staff” includes the American Red Cross and the Salvation Army.)

c. The NTSB, through its communications center, will initiate notification of Federal agencies to activate planning and coordinating with the airline an appropriate response based upon the magnitude of the aviation crash. As information about the incident becomes more concise, additional resources may be called to support the incident. Upon direction from the Director, the NTSB communications center will notify any or all of the following operations centers:

- (1) American Red Cross (ARC) (703) 206-8822
- (2) Department of State (DOS) (202) 647-1512
- (3) Department of Health and Human Services (DHHS) (301) 443-1167 Ext. 0 1-800- 872-6367
- (4) Federal Bureau of Investigation Operations Center (FBI) (202) 324-6700
- (5) Federal Emergency Management Agency (FEMA) (202) 898-6100
- (6) Department of Defense (DOD) (703) 697-0218
- (7) Department of Justice (DOJ) (202) 514-5000
- (8) The Salvation Army (SA) (703) 519-5886

d. The role of the NTSB can generally be described as a coordinator to integrate the resources of the Federal Government and other organizations to support the efforts of the local and state government and the airline to meet the needs of aviation disaster victims and their families. The NTSB assists in coordinating Federal resources to local authorities and the airlines. Family counseling, victim identification and forensic services, communicating with foreign governments, and translation services are among the services with which the Federal government can help local authorities and the airlines deal with a major aviation disaster. It is recommended that the local government emergency services provide a representative to the Joint Family Support Operations Center (JFSOC) to participate in the local, airline, and Federal response. Details of the JFSOC are provided at Appendix B. It is recognized that the JFSOC layout is dependent on the facilities and rooms available at the time.

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e. Local authorities will maintain the same jurisdiction in regards to the initial accident response, recovery, security, site cleanup and medical examiner operations. The NTSB will lead the aviation crash investigation until it is determined to have been caused by a criminal act. The FBI will then become the lead investigative agency.

f. The airline continues to have a fundamental responsibility to the victims and their families affected by an aviation crash. The airline is primarily responsible for family notification and all aspects of victim and family logistical support. Although their major responsibilities have not changed, the “Aviation Disaster Family Assistance Act of 1996” and the “Foreign Air Carrier Family Support Act” places the airline, as well as other support organizations, in a more collaborative relationship with families.

g. All personnel involved in providing services to assist the victims and their family members should be trained in crisis response and must demonstrate compassion, sympathy, technical expertise, and professionalism. Information provided by family members and victims through discussions, interviews, counseling, and any other form of exchange of personal information must remain confidential and shall not be used for future litigation purposes.

4. SCOPE.

a. This plan pertains to any domestic or foreign commercial aviation crash that occurs

within the United States, its territories, possessions and territorial seas.

b. This plan is written with three possible crash scales supporting organizations should consider in their development of supporting plans and asset allocation calculations.

(1) Crash scale 1. This involves an aviation crash that involves 100 or fewer passengers and crew who are either fatalities or require medical assistance.

(2) Crash scale 2. This involves an aviation crash that involves 101 - 200 passengers and crew who are either fatalities or require medical assistance.

(3) Crash scale 3. This involves an aviation crash that involves 201 or more passengers and crew who are either fatalities or require medical assistance.

5. ASSUMPTIONS.

a. The Chairman of the NTSB will request Federal agencies to support the NTSB in accordance with the above references.

b. The local medical examiner/coroner having jurisdiction will allow the Federal government to provide assistance. (It is noted that there are differences between a medical examiner and coroner. For purposes of this document the term “medical examiner” is used interchangeably with “coroner”.)

c. There will be fatalities and seriously injured passengers and crew for each of the above three scenarios.

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d. Large numbers of families of fatalities will travel to the city closest to the incident and will utilize the accommodations provided by the airline. The remainder of families of fatalities will remain at their local residence.

e. Most, if not all, families of seriously injured personnel will travel to the location where the injured are hospitalized, and once the injured are released from the hospital, will return home.

6. GENERAL. The family assistance mission tasks that follow an aviation crash are:

a. Make initial notification to family members of victims involved in the aviation crash based on manifest documents and other available information.

b. Monitor search and recovery operations conducted by the local jurisdiction and offer assistance where needed.

c. Determine the status and location of victims.

d. Obtain approval of the local medical examiner to provide Federal assistance.

e. Assist the local medical examiner in the identification of fatalities and the notification of their families.

f. Provide psychological and logistical support and services to victims and their family members.

g. Provide daily briefings to families on the progress of recovery efforts, identification of victims, the investigation, and other areas of concern.

h. Arrange for a memorial service for the fatalities and their family members.

i. Provide for the return of personal effects.

j. Maintain contact with victims and their families to provide updates on the progress of the investigation and other related matters.

7. RESPONSIBILITIES. There are seven Victim Support Tasks (VSTs). VSTs are tasks which participating organizations may be required to perform based upon the size and circumstances of the actual incident. The seven VSTs are NTSB Tasks; Airline Tasks; Family Care and Mental Health (ARC); Victim Identification, Forensic and Medical Services (DHHS); Assisting Families of Foreign Victims (DOS); Communications (FEMA); and Assisting Victims of Crime (DOJ). Each aviation crash is unique, and all of the

following responsibilities may or may not be employed. Agencies and organizations should consider this and the three crash level scales when developing their supporting plans.

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a. NTSB: VST 1, “NTSB Tasks”.

- (1) Coordinate Federal assistance and serve as liaison between airline and family members.
- (2) Provide NTSB toll free number to family members to obtain information on the recovery and identification effort, accident investigation, and other concerns. This number will normally be provided to families on site during the initial family briefing and repeated in subsequent briefings. The NTSB will coordinate with the airline to have airline family representatives provide the toll free number to the families that do not travel to the site.
- (3) Request a copy of the passenger manifest from the airline.
- (4) Coordinate with Department of Transportation for marine search and rescue.
- (5) Review with the airline family support logistics with special consideration toward security, quality of rooms and facilities, and privacy for family members.
- (6) Integrate local and Federal government officials and airline staff to form a Joint Family Support Operations Center to facilitate close coordination of services and activities.
- (7) Coordinate assistance effort with local and state authorities, to include the medical examiner, local law enforcement, emergency management, hospitals, and other emergency support personnel.
- (8) Maintain communications with the involved airline to receive frequent updates on the status of notification of victims’ families.
- (9) Conduct daily coordination meetings with the airline and local and Federal government representatives to review daily activities, resolve problem areas, and to synchronize future family support operations and activities. An example of information that may be needed at the daily coordination meeting is at Appendix B.
- (10) Provide and coordinate family briefings to those at the site and those who decide not to be at the site.
- (11) Discuss with the medical examiner the subject of DNA testing: i.e., under what conditions would it be used; to what extent would it be used; whom the medical examiner would use to collect and test samples; and whom would pay for testing of samples.
- (12) Coordinate with investigator in charge for a possible visit to the crash site for family members.

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- (13) Provide information releases to the media pertaining to the types of support that have been brought in to assist family members.
- (14) Maintain contact with family members to keep them informed about the progress of the investigation and continue to meet their future needs.
 - a) Approximately 2 to 4 months after the date of the crash, factual reports written by the NTSB investigators are made available in a public docket. Families should be informed approximately 4 weeks prior to the factual report being made public that they may request the NTSB provide a copy of the report. The report will be provided to them at no cost.
 - b) Families will also be notified of a public hearing concerning the crash if the

NTSB decides a public hearing is necessary. The hearing is designed to gather additional facts from individuals selected to testify. Travel and lodging for the hearing is at the family's expense. Families will be provided seating and copies of official exhibits discussed at the hearing.

c) Families will be invited to attend, at their own expense, the board meeting at NTSB's Washington, DC, headquarters. The NTSB investigative staff presents to the full five Member Board a draft accident report for member discussion and approval at this board meeting. This report documents the NTSB's determination of the probable cause of the crash and recommendations on ways to prevent future aviation crashes.

(15) Consolidate and review after action reports to resolve problem areas and update operating plans and procedures.

b. Airline: VST 2, "Airline Tasks".

(1) In addition to accident notification required by 49 Code of Federal Regulations (CFR) 830.5, notify the NTSB communications center at (202) 314-6290 immediately upon knowledge of a crash.

a) Provide place of incident (or general vicinity of incident), number of passengers and crew based on preliminary departure information and number of injured and fatalities (if known).

b) Provide flight number, origination, connection points and final destination (if known), and whether the flight was domestic or international.

c) Provide name and telephone number of the person who is in overall charge of the incident site.

d) Provide name, telephone number and location of the hotel that has been designated as the JFSOC.

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e) Provide name and telephone number of the person responsible for the passenger manifest.

f) Provide name and telephone number of the person responsible for family notification.

(2) Provide the public a reliable publicized toll free number with sufficient telephone capacity.

a) When disseminating the toll-free number, the carrier should ask the media to inform the public that this number should only be used by individuals who have a reason to believe a family member or friend was a passenger on the flight.

b) The media notice should emphasize that initial calls to the airline are to provide a point of contact with the airline, provide basic flight information to the caller, and gather information so the airline may obtain points of contact for each passenger.

c) The media should be asked to reemphasize the carrier involved, the flight number, airport of origination, connection and final destination. This may reduce the number of callers who know someone who was on another carrier's flight traveling to a different destination.

d) The "message" heard by callers on hold should urge anyone who does not have reason to believe that a family member or friend was a passenger or is unable to provide relevant information on the passenger to please clear the line. The "message" also should restate the carrier involved, the flight number, airport of

origination, connection and final destination.

(3) Provide timely notification to family members of passengers which may consist of a continuous process of updates based upon manifest reconciliation with boarding documents (ticket lifts, ticket readers, final gate check-in name list). It is recommended that passenger information be provided to family members as it becomes known. Do not wait until all names on the check-in manifest are confirmed before notifying individual family members. For example, the family should be provided information as to whether the passenger is shown checked in or not, but that the passenger's status cannot be confirmed until the check in manifest is reconciled with the boarding documents collected at the gate. Once contact is established with family members, it must be maintained, regardless if additional information becomes available. Personnel should be trained in crisis response and techniques to notify a person that a family member may have been involved in a disaster.

(4) Provide the NTSB, upon request, the most current reconciled copy of the passenger manifest. Each copy should be numbered or annotated so it can be distinguished from previous copies.

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(5) Secure facilities at departure, arrival, and connecting airports where family members may be initially gathered to protect them from media and solicitors, as well as to receive continuous updates on the reconciliation of the passenger manifest and other information on the crash. If at a secured facility, family members will be notified personally and privately by personnel trained in crisis response and death notification that their loved one was on the plane.

(6) Provide logistical support to family members who desire to travel to the incident site (or to a hospital location), which includes, but is not limited to, transportation, lodging, meals, security, communications, and incidentals. Factors to consider in selecting a facility are quality of rooms and size of facilities, privacy for family members, and relative location to medical examiner's office, temporary morgue, airport operations, crash site, NTSB investigation Headquarters, and medical treatment facilities.

(7) Inform family members (or family friends or clergy who are with the family) at an appropriate time, but as early as possible after being notified, that it is critical that they contact their family dentist to obtain the dental records and dental x-rays of their loved one. Ask the family to have the records and x-rays overnight expressed to the address of the hotel where the JFSOC will be located. Packages should be addressed to the Deputy Director, FA, NTSB. If the family is coming to the site within the next 48 hours, the family may arrange to hand carry these documents. It should be explained that dental records and x-rays are critical in the victim identification process. If the family is already at the site or arrives without making arrangements with their dentist, Disaster Mortuary Operational Response Team (DMORT) personnel will coordinate with the family's dentist to obtain dental records and x-rays.

(8) Make provisions for a JFSOC to include space, communication and logistical support for the assisting local and Federal staff. Details of the JFSOC are provided at Appendix B.

(9) Make provisions for private areas within the hotel for DMORT and medical examiner personnel to collect ante mortem information from families at the site.

Also provide quiet space and communications for DMORT and medical examiner personnel to telephonically collect ante mortem information from families who decide to stay away from the site. Plan to provide the following rooms for crisis counseling/DMORT use:

- a) Crash scale 1: 6 rooms
- b) Crash scale 2: 12 rooms
- c) Crash scale 3: 15 rooms

Support requirements for planning purposes are at Appendix B. These facilities will also be used to inform families when positive identification has been made by the medical examiner. By having the DMORT/medical examiner team

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representative located within the family assistance center, transportation of victim's remains and other logistical considerations can be better coordinated without having an airline reservation specialist at the morgue location.

(10) Provide DOS representative necessary information on foreign passengers to facilitate interaction with appropriate foreign government embassies.

(11) Provide notification to family members prior to releasing passenger names to the public. Family members should be given appropriate time to notify other family members and friends prior to public release of the victim's name. While it may be necessary for some families to have more than one contact point with the airline, families may be requested to designate one primary contact point for purposes of information sharing among the family. This will allow the airline to use their personnel in a more efficient manner. The carrier is under no obligation to release the victim's name if family members do not wish the victim's name to be released.

(12) Inquire at the time of notification or soon after if family members desire, ARC crisis assistance or an ARC person just to talk to. If they are undecided or say no, ask them to inform their airline representative if they reconsider. Pass all requests for assistance to the ARC representative who will coordinate for an ARC staff member in the family member's local area to contact the family.

(13) Provide the media with continuous updates on the progress of the notification process, such as providing the number of victims' families notified as of a certain time and the number remaining to be notified. This process will continue until all victims' families have been notified.

(14) Assist family members as they travel to and from the site by informing flight crews and airport personnel that family members are on particular flights. At departure, connecting, and arrival airports, family members should have airline personnel meet and assist them while on airport grounds. If necessary, seek assistance from other carriers who may have a larger presence at the airport. Assist family members as they depart the incident site and provide a contact person who will continue to be the airline interface with the family after the family returns to their residence.

(15) Provide a contact person to meet family members as they arrive and accompany them at the incident site. This person will be responsible for assisting the family while at the site and should continue to be the airline interface with the family until the family returns to their residence. At that time the airline may decide to designate a single contact person for all family members.

(16) Maintain daily contact with family members who do not travel to the incident site by providing a contact person from the airline.

(17) Establish a badging system to identify family members.

(18) Establish a joint liaison with ARC at each supporting medical treatment facility to track the status of injured victims and to provide assistance to their families.

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(19) Develop procedures for the handling of personal effects not being held as evidence for purposes of a criminal or accident investigation. Utilizing a third party who has experience in the return of personal effects associated with aviation disasters should be considered. Done properly it is time consuming and resource intensive. Consideration should also be given to protecting airline employees from re-experiencing the crash, which could result in future psychological and physical health problems. Provisions will be made for unclaimed possessions to be retained for at least 18 months from the date of the crash as required by law.

(20) Designate an individual who will be the airline's representative to the Deputy Director of FA. This individual will travel to various locations, such as accident site, morgue, JFSOC, and family assistance center with the Deputy Director of FA. The designated individual should have the authority or ready access to those who have sufficient authority to make decisions on behalf of the airline.

(21) Consult with family members about any airline-sponsored monument, including any inscriptions.

(22) Provide reasonable reimbursement to the ARC for the services provided to the family, airline, and supporting personnel.

(23) Coordinate with DOJ in arranging meetings with family members to explain their rights under the victims of crime legislation, if the crash is declared a crime.

(24) Provide the same support and treatment of families of non-revenue passengers (and any other victim of the accident) as for revenue passengers.

(25) Participate in daily coordination meetings to review daily activities, resolve problem areas, and to synchronize future family support operations and activities. Information that may be needed at the daily coordination meeting is at Appendix B. This information is helpful to plan logistical requirements, such as food, lodging, and transportation, as well as providing everyone with an update of current and future support operations.

c. ARC: VST 3, "Family Care and Mental Health".

(1) Provide a representative to the JFSOC to coordinate with other members of the operations center staff ARC related issues and family requests for assistance. Additional personnel may be needed for crash scale 2 or 3 scenarios.

(2) Coordinate and manage the numerous organizations and personnel that will offer counseling, religious and other support services to the operation. A staff processing center, away from the Family Assistance Center, should be set up to screen, monitor and manage personnel (paid and volunteer) so that families are not outnumbered and overwhelmed by well-intentioned organizations and individuals. The staff processing center will also be responsible for the badging of personnel, matching volunteer skills with organizational needs, assigning work schedules,

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briefing and debriefing of support staff, personnel and planning for future activities.

a) Qualified local resources should be integrated with ARC personnel to provide crisis and grief counseling, food services, administrative assistance, and other support services to family members and support organizations.

b) Crisis and grief counseling should be coordinated with the airline to contact

and set up an appointment, if appropriate, with family members who do not travel to the site.

(3) Employ an accounting system to accurately record cost data in specific cost categories for later reimbursement.

(4) Activate local, state and national ARC personnel to provide crisis and grief counseling to family members and support personnel. This includes coordinating with the airline to contact and set up an appointment, if appropriate, with family members who do not travel to the site.

(5) Assess the needs and available resources of other agencies and coordinate with them to ensure ongoing emotional support for workers during the operation and provide debriefings before departure.

(6) Establish a joint liaison with the airline at each supporting medical treatment facility to track the status of injured victims and to provide assistance to their families.

(7) Coordinate with the airline to establish areas for families to grieve privately.

(8) Coordinate on site child care services for families who bring young children.

(9) Arrange a suitable inter-faith memorial service days following the crash and a memorial service for any future burial of unidentified remains.

(10) Provide families, at their request with referrals to mental health professionals and support groups that are in the family member's local area.

d. DHHS: VST 4, "Victim Identification, Forensic and Medical Services".

(1) Provide a representative to the JFSOC to coordinate with other members of the operations center staff DHHS related issues and family requests for assistance.

Additional personnel may be needed for crash scale 2 or 3 scenarios.

(2) Provide necessary DMORT team members to assist the medical examiner in victim identification and mortuary services. Configuration of team and skills required will be determined by details of the crash, medical examiner's request for assistance, and crash scale 1, 2, or 3 factors.

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(3) Provide, if appropriate, a portable morgue facility and the necessary equipment and supplies to augment the local medical examiner's capabilities.

(4) Monitor the status of incoming dental records and x-rays to insure that all records have been received. If not, take steps to obtain the records and x-rays. Request assistance from DOS for acquiring necessary records for foreign passengers and crew.

(5) Develop a standard ante mortem questionnaire and disposition of remains form that can be adapted to meet local medical examiner and state requirements. The disposition of remains form will be used to obtain directions from the lawfully authorized next of kin on what he/she desires the medical examiner to do with remains that may later be identified as those of their family member. Information collected from family members is strictly confidential and will be used only for medical examiner purposes.

(6) Interview family members who are both on site and off site for ante mortem identification information and disposition of remains information.

(7) Coordinate with the medical examiner to integrate non-DMORT personnel who are providing assistance to the medical examiner's office into the morgue operation.

(8) Assist the medical examiner in notifying family members of positive identification and include an explanation of how identification was determined. Notification

team may include, if appropriate, ARC crisis counselor, clergy, and airline family escort.

(9) Check remains prior to release to local funeral director. Insure that all documentation is correct and a chain of custody is established.

(10) Provide the NTSB with names of victims and their next of kin (NOK), relationship to victim, and addresses and telephone numbers of NOK. A source for this information is the ante mortem questionnaire.

(11) Assist the airlines, if requested, with finding next of kin to be notified by use of established cooperative relationships with local, state, and Federal law enforcement agencies.

(12) Provide, if requested, professional medical staff and technicians to assist in the care and recovery of injured victims.

(13) Assist the ARC, if requested, with additional trained and experienced crisis counselors.

e. DOD: Supports DHHS in VST 4, "Victim Identification, Forensic and Medical Services". If required:

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(1) Provide the use of a military installation, such as Dover Air Force Base, for mortuary support operations.

(2) Provide personnel from the Armed Forces Institute Pathology (AFIP), Office of the Armed Forces Medical Examiner (OAFME), to assist in the identification effort and to conduct appropriate DNA comparison testing on specimens submitted by the medical examiner.

(3) Provide assets from the US Navy's Support Salvage (SUPSALV) for the purposes of offshore search, salvage, and recovery of non-military aircraft wreckage, when these services are not locally available. SUPSALV is delegated the responsibility for technical, and when tasked, operational control of aircraft search, identification, and/or underwater recovery operations. NTSB and SUPSALV will jointly determine if assets should be deployed and SUPSALV will advise the NTSB on alternate search and recovery methods that may be employed.

(4) Provide within 24 hours a trained Graves Registration and Recovery Team to assist in the recovery efforts at the crash site.

(5) Provide within 72 hours available dental records and x-rays of military fatalities that are active duty, retired, veteran, or reserve.

(6) Provide pouches and transfer cases for human remains.

f. DOS: VST 5, "Assisting Families of Foreign Victims". If required:

(1) Provide a representative to the JFSOC to coordinate with other members of the operations center staff DOS related issues, such as obtaining dental records and dental x-rays from foreign families and responding to family requests for assistance. Additional personnel may be needed for crash scale scenarios involving international flights.

(2) Provide official notification to foreign governments that have citizens involved in the aviation incident after obtaining necessary information on foreign passengers from the airline.

(3) Assist the airline in notifying US citizens who may reside or are traveling outside the United States that a member of their family has been involved in an aviation accident.

(4) Provide translation services to facilitate communications with the victim's family

and all interested parties.

(5) Assist the airline, the Federal support staff, and others in maintaining daily contact with foreign families who do not travel to the United States.

(6) Assist foreign air carrier's employees and families of foreign victims with entry into the United States and extend or grant visas.

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(7) Facilitate necessary consulate and customs services for the return of remains and personal effects into the country of destination.

(8) Assist in the effort to provide the medical examiner the necessary information on foreign victims to complete death certificates.

g. FEMA: VST 6, "Communications". If required:

(1) Provide a representative to the JFSOC to coordinate with other members of the operations center staff and local and state officials emergency management related issues. Additional personnel may be needed for crash scale scenarios involving a major city emergency response.

(2) Provide personnel, upon request of the NTSB, to assist in public information dissemination, to include assistance in establishing and staffing external media support centers at the crash site, wreckage hanger, family support operations center, airport, and other areas that may attract media interest.

(3) Provide voice and data communication assets to communicate from the incident site to the NTSB Communications Center.

h. DOJ: VST 7, "Assisting Victims of Crime". If required:

(1) Provide, upon NTSB request, a FBI Disaster Squad with sufficient personnel to obtain fingerprint identification of aviation crash fatalities. This team will work with the medical examiner and the DMORT personnel at the morgue location.

(2) The following responsibilities will only be implemented if the airline disaster is officially declared a criminal act:

a) Provide a representative to the JFSOC to coordinate with other members of the operations center on DOJ-related issues.

b) Provide information to victims and their family members, on site and off site, as required under the Victims of Crime Act of 1984, the Victim and Witness Protection Act of 1982 as amended, other relevant statutes, and the 1995 Attorney General Guidelines for Victim and Witness Assistance.

c) Assist the ARC, if requested, with additional trained and experienced crisis counselors through the Office for Victims of Crimes Community Crisis Response Program.

d) Provide updates to victims and their family members on the progress of the criminal investigation.

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8. COORDINATING INSTRUCTIONS.

a. The point of contact for this plan is the Deputy Director, FA, NTSB. The telephone number is (202) 314-6185. The office fax number is (202) 314-6638.

b. Upon implementation and until the NTSB's family affairs staff is situated at the JFSOC, calls should be directed to the NTSB Communications Center at (202) 314-6290 (voice) or (202) 314- 6293 (fax). The Communications Center will pass any information or messages to the appropriate NTSB family affairs staff member.

c. It is recommended that supporting agencies make the same individual or individuals available to each aviation crash as their representative to the JFSOC. Major aviation

incidents do not occur frequently. When they do occur, however, people and organizations in the past have had very little or no experience dealing with the many sensitive issues of an aviation disaster. By developing a core group of experienced staff, operational procedures will continually improve and individual and group experiential bases will increase, all culminating in the better delivery of support services to victims and their families. Agencies are not precluded from designating and training alternate personnel.

d. It is recommended that Federal personnel involved at the incident site wear clothing articles, such as hats, shirts, and/or jackets that identify the agency or group with which they are associated. This will be helpful for families, as well as for all those involved in supporting the operation.

e. Agencies that participate in supporting victims and their family members under this plan are requested to submit an after action report to the Deputy Director, FA, within 30 days of completion of their tasks. This information must be captured so appropriate lessons can be derived, corrective actions taken, and plans changed accordingly. A sample format is at Appendix C.

f. Other than the media releases by the airline on the progress of family notification and release of passenger names described in paragraph 7b, all media inquiries and releases that pertain to the family affairs operation will be referred to the NTSB family affairs officer. The NTSB will advise and assist the local medical examiner on any media affairs in his or her area of responsibility. Support organizations may provide press releases or briefings on their specific agency mission/action during this event. There are no restrictions on victims or family members meeting with the media if they so desire.

g. Due to differences in individual airline and airline underwriter policies, as well as the aviation crash itself, reimbursement of costs associated with participation in an aviation disaster will be made after discussions with the airline and their insurance underwriter.

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ENCLOSURES

Appendix A Drafted Media Release and Background Papers

Appendix B Joint Family Support Operations Center

Appendix C Suggested After Action Report Format

Appendix D Questions and Answers

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APPENDIX A

DRAFT MEDIA RELEASES AND BACKGROUND PAPERS

Media Topic

Federal Agencies Supporting the Victims of (Accident)

National Disaster Mortuary Operational Response Team (DMORT)

Victim Identification Process

Aviation Disaster Family Assistance Act of 1996 (Background Paper)

Return of Personal Effects (Background Paper)

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FOR IMMEDIATE RELEASE:

FEDERAL AGENCIES SUPPORTING THE VICTIMS OF (ACCIDENT)

(LOCATION)— The Aviation Disaster Family Assistance Act of 1996 (PL 104-264, Title VII), was passed by the Congress and signed by President Clinton on October 9, 1996. This

Act gave the National Transportation Safety Board (NTSB) the additional responsibility of aiding

the families of victims of aircraft accidents occurring in U.S. territory. An earlier Presidential Executive Memorandum, dated September 9, 1996, complements the new law, in which President Clinton designated the NTSB as the coordinator of Federal services for families of major transportation disasters.

The NTSB, in a cooperative effort with local, state and **(AIRLINE)** authorities, is coordinating Federal support to assist **(CITY)** in meeting the needs of the victims' families of **(ACCIDENT)**. Federal and other agencies that are involved in the family support area are: **(American Red Cross (ARC); Department of State (DOS); Department of Health and Human Services (DHHS); Federal Emergency Management Agency (FEMA); Department of Justice (DOJ); and Department of Defense (DOD).**

The ARC is providing crisis and grief counseling not only to the families that are here in **(CITY)**, but also for those families who have decided to remain home. The ARC has activated local, state, and national ARC personnel to augment local resources to support the families affected by this tragic disaster. ARC personnel and local volunteers are also at key locations, such as the airport, family assistance center and the morgue, assisting all the support workers who have contributed so much to this operation.

The Department of Health and Human Services (DHHS) is primarily responsible for assisting the **(CITY)** medical examiner in the identification and return of deceased victims to their families.

The National Disaster Mortuary Operational Response Team (DMORT) is currently assisting the city medical examiner. The team is composed of forensic pathologists, odontologists, anthropologists, finger print experts, and other technical personnel. DHHS is also providing a fully equipped mobile mortuary to expand the medical examiner's capabilities.

(Since there are foreign passengers involved in this accident, The Department of State (DOS) is assisting the airline in officially notifying the victim's government and helping those affected foreign families travel to the US. They are also providing translation services to facilitate communication with all interested parties.)

(The NTSB has also called on the Federal Emergency Management Agency (FEMA) to augment NTSB public information efforts with additional staff. This will enable the NTSB to staff additional media support locations, such as XXXXX)

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(Now that this tragedy has been officially declared a criminal act by (LAW ENFORCEMENT AGENCY), the Department of Justice (DOJ) is providing information to family members on the services and assistance provided under the Victims of Crime Act of 1984. Such services and assistance may include compensation for loss of support, loss of wages, medical and mental health counseling expenses, and funeral costs. DOJ is also responsible for keeping the family members up to date on the progress of the criminal investigation.)

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FOR IMMEDIATE RELEASE:

DISASTER MORTUARY OPERATIONAL RESPONSE TEAM (DMORT)

(LOCATION)—Immediately upon being notified of the **(ACCIDENT)**, the National Transportation Safety Board contacted the local **medical examiner (NAME)** to jointly assess the situation to determine if the Federal government can assist in the recovery and identification

of fatalities of **(ACCIDENT)**.

(ME's name) requested Federal assistance and the NTSB requested the Office of Emergency Preparedness, United States Public Health Service (USPHS) to activate the Disaster Mortuary Operational Response Team (DMORT). Approximately **(time and date)** the first elements of DMORT arrived on site.

The DMORT members are composed of private citizens each with a particular field of expertise. Their licensure and certification is recognized by all states and they are compensated for their duty time by the Federal government. They will assist the medical examiner with recovery, identification and body preparation of the deceased victims. The team consists of forensic pathologists, medical examiners, odontologists, anthropologists, funeral directors, finger print experts, and other skilled technicians. Many have experience with other aviation disasters, as well as experience involving natural disasters.

The NTSB also requested the delivery of an emergency mobile mortuary. The facility, which is maintained in Rockville, Maryland, contains a complete morgue with the necessary prepackaged equipment and supplies to support each workstation. It **(arrived...time/date) (is expected to arrive approximately time/date)**. It **(has been/will be)** located in the vicinity of **(location)** and **(is/will be)** considered a secure site.

This has been a cooperative effort between local, state, and Federal officials, as well as **(airline)** with the shared goal of recovering, identifying and returning all victims of this disaster to their loved ones as quickly as possible.

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FOR IMMEDIATE RELEASE:

VICTIM IDENTIFICATION PROCESS

(LOCATION)—**(NAME)**, the local medical examiner is leading the effort to identify the victims of **(ACCIDENT)**. As the medical examiner, **(NAME)** is legally responsible and retains jurisdiction on victim identification and cause of death determination.

The Aviation Disaster Family Assistance Act of 1996 designates the National Transportation Safety Board (NTSB) to coordinate Federal assistance in response to aviation accidents, such as the **(ACCIDENT)**. The NTSB, at the request of **(NAME)**, has provided the medical examiner's office the services of the Disaster Mortuary Operational Response Team (DMORT). The team consists of forensic pathologists, medical examiners, odontologists, anthropologists, funeral directors, finger print experts, and other skilled technicians. Many have experience with other aviation disasters, as well as experience involving natural disasters. The NTSB also requested the delivery of an emergency mobile mortuary, which is maintained in Maryland. It contains a complete morgue with the necessary prepackaged equipment and supplies to expand the operational capacity of the medical examiner's office.

The identification process is very deliberate and time consuming. Consequently, family members and the media are cautioned not to expect immediate identifications to be made. In some cases, unfortunately not all victims may be identified. To minimize this possibility, the NTSB has called on this team of experienced experts.

The identification process utilizes a number of media to make a positive identification.

The process may start with documents found on the victim, as well as descriptions of clothing, jewelry, and other characteristics described by family members. Family members have been requested to provide dental records and x-rays that will assist the forensic odontologists with their work. The fingerprint experts of the FBI Disaster Squad will also make fingerprint comparisons. Forensic pathologists and anthropologists can also assist by providing information on general age, sex, size, color of hair and eyes, and race of the victim. Based upon past medical

information collected from family members, they may be able to determine a victim by a previous broken arm that was reported by the family and the comparison of a x-ray taken by the medical examiner. Collectively, all these procedures' findings must support one another prior to a positive identification being determined by the medical examiner.

Once (NAME) makes a positive identification, the medical examiner's office will personally notify the victim's family. Health care and other support professionals will be available to assist family members through this experience.

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FOR BACKGROUND INFORMATION

AVIATION DISASTER FAMILY ASSISTANCE ACT OF 1996 (PL 104-264, Title VII)

The National Transportation Safety Board (NTSB) has been investigating the nation's aviation accidents for nearly thirty years and has been to the scene of nearly 100,000 general and commercial airplane accidents. The Aviation Disaster Family Assistance Act of 1996 (PL 104-264, Title VII), was passed by Congress and signed by President Clinton on October 9, 1996.

The

Act gave the NTSB the additional responsibility of aiding the families of victims of aircraft accidents. The new law is complemented by an earlier Presidential Executive Memorandum dated September 9, 1996, in which President Clinton designated the NTSB as the coordinator of Federal services for families of major transportation disasters in the U.S. This authority enables the NTSB to harness the collective resources of the Federal government and direct aid to any area

in which it is needed.

Before President Clinton's Presidential Memorandum, the families of people killed or injured in a commercial aircraft accident had been primarily assisted in the aftermath of the accident by the involved airline. Often local and state agencies, including volunteer organizations

also responded, but often times the effort was uncoordinated and divisive. While the airline remains a major participant, the NTSB is now able to apply Federal resources to augment local and state efforts and coordinate the overall family assistance support system.

The following are highlights of the Aviation Disaster Family Assistance Act of 1996:

1. The Chairman of the NTSB designates and publicizes the name and telephone number of the Director of the Office of Family Affairs who will be the liaison between family members and the airline.
2. The Chairman of the NTSB designates a nonprofit organization (American Red Cross) whose primary responsibility will be to coordinate the emotional care and support to victims and their families.
3. Upon request, the airline will provide a copy of the latest available passenger manifest to the Director of the Office of Family Affairs.
4. No person (including a State or political subdivision) will impede the ability of the NTSB and/or the Director of the Office of Family Affairs to carry out its responsibilities or the ability of the families of passengers involved in the accident to have contact with one another.
5. Provides a 30-day waiting period in which unsolicited communications by attorneys, representatives of an attorney, insurance company, or airline litigation representative to victims or their families are prohibited.

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FOR BACKGROUND INFORMATION

RETURN OF PERSONAL EFFECTS

At the time victims of an accident are removed from the incident site, their personal effects are also being recovered. All recovered items are stored in a secure area. There are two types of personal effects, associated and unassociated.

Associated personal effects are those personal items that can be identified to a specific individual. Examples are items such as rings or earrings that are found on the victim or articles such as a wallet found in a carry on bag with driver's license, credit cards, and other items with a specific person's name.

Unassociated personal effects are those items that can not be identified to a specific person. Examples may be a necklace or earrings found near, but not on, a victim or clothing that has spilled out of a suitcase.

Sometimes authorities retain personal effects if needed as evidence or as part of the investigation. Once the authorities no longer need retained items, the items are returned to the airline to be returned to the appropriate owner.

The airline or their representative returns associated items by contacting the survivor or victim's family and asking them how they would like the recovered items returned. The airline or

its representative then carries out the desires of the survivor or the victim's family.

The process for the return of unassociated personal effects is deliberate and time consuming. The primary problem is determining ownership of items that may number in the thousands. Normally, all items are first inventoried, numbered, and photographed. Once completed, a photo catalogue is produced and provided to all families who request a copy.

Instructions are provided for claiming an item. Once all families have responded, items that are claimed by only one family are returned according to their instructions. Claims by more than one party must be substantiated and proven by pictures, invoices, or other means. The item in question is returned once ownership is determined.

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APPENDIX B

Joint Family Support Operations Center

The Joint Family Support Operations Center (JFSOC) is an important element in the control and coordination of the responses and resources of supporting organizations involved in an aviation accident.

Although the JFSOC concept is not new, historically there has been no element such as the JFSOC that has been utilized at an aviation accident that specifically focused on coordinating support to families affected by an aviation disaster.

The JFSOC comes from the well-utilized and regarded concept of the Emergency Operations Center (EOC). It is a central location where participating organizations can be brought together to monitor, plan, coordinate, and execute a response operation maximizing the utilization of all available resources. Communication or sharing of information has always been and will always be the major obstacle to a successful emergency response. The JFSOC is designed to address this common problem.

Organizations that will normally be involved in the JFSOC are the NTSB, airline, ARC, Salvation Army, local government and law enforcement. Depending on the extent of the disaster, other organizations may also be involved in the JFSOC. They may be the Department of State (DOS), Department of Justice (DOJ), Federal Emergency Management Agency (FEMA),

Department of Defense (DOD), and foreign consulates.

The responsibilities of the JFSOC are as follows:

1. Serves as the central focal point for coordination and sharing of information among

participating organizations.

2. Monitors ongoing family support activities and tracks mission activities of each organization, such as the status of the resources available, whether it has been assigned or is out of service.
3. Maintains current list of locations and key telephone numbers of involved organizations and personnel.
4. Provides responses to calls and requests or provides an appropriate hand off with the primary organization responsible for the issue.
5. Maintains a daily journal of organizational activities and responses.
6. Maintains a record of coverage of family affairs activities by the media.

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The staff of the JFSOC is responsible for the following tasks:

1. Maintains current status of family support activities.
2. Prepares input for the NTSB family web site.
3. Provides input for the daily family briefing.
4. Agencies represented in the JFSOC will be briefed on activities concerning family support via daily briefings.
5. Coordinates and shares information among all organizational representatives.
6. Maintains locations and telephone numbers of organizational entities along with key personnel (family assistance center, medical examiner, staff processing center, NTSB investigation HQs, airline, crash site, supporting organizations, local law enforcement, local government, and etc).
7. Responds to requests with an appropriate reply or by directing requests to the appropriate organization with primary responsibility.
8. Monitors and collects media reports on the family support area.
9. Maintains and updates daily plan and future operations.
10. Maintains status and location of injured victims.
11. Maintains status of identification effort utilizing information provided by ME/coroner.
12. Updates information on numbers of families at site and projected departures/arrivals (24/48 hours).
13. Tracks status of ante mortem interviews.

An aviation accident may take place anywhere, from an isolated area to a major metropolitan area. Due to the need to provide flexible planning guidance, the location of the JFSOC will be determined on a basis of available space, such as hotels, local government buildings, mobile command posts, and also the location and severity of the aviation disaster.

The involved air carrier should plan on securing a hotel area that can accommodate the people, equipment, and activities that will be involved in the JFSOC. Although hotel space for family members and the Family Assistance Center (FAC) will be at a premium, the JFSOC should be located in a same hotel. A small ballroom or large conference room would be ideal. Planning guidance for people and equipment is provided for the three crash scales.

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While the air carrier is reserving space for the families, FAC, and the JFSOC, the NTSB will be in contact with local authorities to see if their EOC is suitable and available, as well as other local facilities. If the local government can accommodate the JFSOC, the NTSB will coordinate with the air carrier to determine the best location for the JFSOC.

The following is a general description of the duties and responsibilities of members of the JFSOC:

1. Coordinator: The JFSOC Coordinator represents the NTSB and is charged with

managing the day to day activities of the JFSOC. The coordinator is responsible to the Board's family affairs specialist managing the FAC. The coordinator may assign responsibilities to JFSOC members; facilitates the exchange of information among the JFSOC participants; ensures critical information is kept current; informs other participants of significant developments; collects information that may be used for family briefings; ensures individual logs are kept current; coordinates with NTSB HQs on information to be placed on the Board's web site; and other duties relating to the specific requirements of the accident.

2. Deputy Coordinator: A Deputy Coordinator may be designated to assist the Coordinator. The Deputy Coordinator may be from the carrier or from the local emergency management group.

3. Administrative Officer: An Administrative Officer will assist the Coordinator with administrative functions, such as preparing drafts of documents, collecting and posting of logs; assembling clips of media coverage of the accident; providing supplies; and other duties relating to the specific requirements of the accident.

4. Airline representative: The airline representative is responsible for representing the carrier in the JFSOC. The representative serves primarily in a coordinating role for the carrier. Such things as passing information to the carrier's command center on passengers that have been positively identified (after families have been notified); questions relating to current and future support provided to families by the airline; other agencies' current and future plans and developments; meetings and agendas; and other informative issues are examples of things that the representative may be doing in the JFSOC. Other tasks are maintaining a daily log; monitoring status of injured victims and numbers of family members on and off site; providing input for daily briefings to family members; updating other JFSOC participants on the carrier's activities and developments, and general sharing of information.

5. Local government representative: The local government representative is the coordinating point for JFSOC participants on issues of security of the morgue, FAC, hotels for family members and other designated sensitive areas. The representative is also responsible for keeping his/her organization informed of family affairs activities and meetings; updating other JFSOC participants on the local government's activities and developments; maintaining a daily log; providing input for daily briefings to family members; identifying local assets and resources that can be utilized in support

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of the operation; and assisting other participants in their understanding of the local community and their leaders.

6. ARC representative: The ARC representative serves primarily in a coordinating role for the ARC and its FAC coordinator and staff processing center; responding to questions that relate to current and future support being provided to families and support workers by the ARC; answering questions related to persons and organizations who want to volunteer services or support; informing the ARC of scheduled meetings; and other informative issues are examples of things that the representative may be doing in the JFSOC. Other tasks are maintaining a daily log; monitoring status of support personnel in the FAC and other sites; answering or redirecting calls from family members who may be off site; providing input for daily briefings to family members; updating other JFSOC participants on the organization's activities and developments; and general sharing of information.

7. DOS representative: The DOS representative serves in a coordinating role between

the JFSOC and the DOS. The representative will coordinate issues involving foreign passengers and the support they will need from DOS, the victim's embassy/consulate, and other participants of the JFSOC. Other tasks include maintaining a daily log; monitoring status of foreign victims and their families; providing advice on cultural issues; answering or redirecting calls from foreign government officials; providing input for daily briefings to family members; updating other JFSOC participants on the organization's activities and developments; and general sharing of information. If foreign consulate officials participate in the activities of the JFSOC, the DOS representative will serve as their sponsor.

8. DOJ representative: The DOJ representative is responsible for representing DOJ in the JFSOC. DOJ will not normally be involved in the JFSOC, unless the disaster is considered to be caused by a criminal act. The representative serves primarily in a coordinating and informational role for DOJ. Since the ARC's and DOJ's role of assisting victims is closely related, it is imperative that both organizations closely work with one another. Synchronization of current and future support provided to families by both organizations is critical. Other representative tasks are maintaining a daily log; monitoring of support provided to families; providing input for daily briefings to family members; updating other JFSOC participants on organizational activities and developments; and general sharing of information.

9. FEMA representative: The FEMA representative is not normally involved in the JFSOC, unless the disaster requires substantial Federal government assistance. This may be a disaster that takes place in a highly populated area causing severe structural damage and a substantial number of ground casualties. The representative will be primarily responsible for coordinating the local and state emergency management agency efforts with the family support operation.

10. SA Representative: The SA representative will coordinate with all other JFSOC representatives to assess the needs of crash incident responders, emergency personnel, and others when requested. The representative will coordinate with SA and other

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JFSOC representatives to ensure that food, material support or any other needs expressed by victims or responders are addressed. The representative will convey information to Salvation Army officials in the local area to ensure that mobile and fixed feeding stations, material items, comfort stations, shelter and any other needed resources are on scene or otherwise available. The SA representative will update the JFSOC on the availability of SA resources and assist other JFSOC staff members wherever possible.

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Manpower Planning Guidance

Manpower: Person(s) must have decision-making authority or have access to those who do and must be knowledgeable about the structure of their organization.

Crash scale 1 Crash scale 2 Crash scale 3

NTSB 2 2 2

Airline 2 2 3

ARC 1 2 3

HHS 0 0 0

DOS * * *

FEMA # # #

DOJ # # #

DOD \$ \$ \$

Local

Government 2 3 4

SA 1 2 3

* Person required if foreign (non-U.S.) personnel are on the flight and additional personnel required if it is an international flight

Required only if having a role in operation and additional personnel required if organization has a large role

\$ Required if carrier is chartered military flight

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Communications (Telephone) Planning Guidance

Crash scale 1 Crash scale 2 Crash scale 3

NTSB 4 4 4

Airline 4 4 4

ARC 4 4 4

HHS 0 0 0

DOS # 2 2 2

FEMA # 2 2 2

DOJ # 2 2 2

Local 4 4 4

SA 3 3 3

Government

Necessary if agency is involved in accident response

Each agency should have access to data ports for computer systems.

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Other Resource Planning Guidance

Crash scale 1 Crash scale 2 Crash scale 3

Fax machines 2 2 3

Copying machines (high speed) 1 1 2

Copier should collate and sort

Printers 2 2 2

Paper shredder 1 1 1

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AIRLINE

Telephones would be

placed at each work

station

DOS, DOJ, FEMA Local Gov't ARC

NTSB

Status Board on wall

SUGGESTED LAYOUT FOR JOINT FAMILY

SUPPORT OPERATIONS CENTER (JFSOC)

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JOINT FAMILY SUPPORT OPERATIONS CENTER DAILY STATUS REPORT INFORMATION

1. Number families notified /number pending notification AIRLINE

2. Number families on site /number of families at home AIRLINE
3. Number of total family members at the hotel AIRLINE
4. Number of families expected to arrive within next 24 hours AIRLINE
5. Number of families expected to depart within the next 24 hours AIRLINE
6. Number of families at home that have been contacted by their airline representative within the last 24 hours AIRLINE
7. Status of injured personnel and location of family members AIRLINE
8. Number of families at the site that have requested ARC assistance and have been assisted by ARC personnel within the last 24 hours ARC
9. Number of families at home that have requested ARC assistance and have been contacted by their ARC representative within the last 24 hours ARC
10. Number of workers that have received ARC or SA assistance in last 24 hours ARC/SA
11. Number of injured emergency personnel that have received ARC or SA assistance ARC/SA
12. Status of dental records and x-rays ME
13. Status of ante mortem and disposition of remains interviews ME
14. Status of identification efforts ME
15. Status of families notified of positive identification ME
16. Status of release of remains ME
17. Update on assistance provided to foreign families DOS
18. Update on assistance provided to victims and families DOJ
19. Number of Federal support personnel, to include DMORT and ARC personnel ALL on site and their locations.
15. Remarks on daily activities. ALL
16. Remarks on next 24 hours activities. ALL

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APPENDIX C

SAMPLE AFTER-ACTION REPORT FORMAT

National Transportation Safety Board

Director, Office of Family Affairs

490 L'Enfant Plaza East, SW

Washington, DC 20594-2000

SUBJECT: (AVIATION ACCIDENT) AFTER-ACTION REPORT

Describe such items as how the organization was organized; relationships to other organizations; what the organization's mission was; how many of the organization's personnel were involved; what other resources were provided; transportation and equipment requirements; date arrived/departed; daily activities; and any other item the organization feels important to add to this document. This outline is not intended to limit the content of the input.

Attach as separate enclosures specific areas observed throughout the operation that were both successful and problem areas. The following format is provided:

Topic:

Discussion:

Recommendations:

Also enclose any programs, associated ceremonial material, or video coverage.

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APPENDIX D

Frequently Asked Questions

Please note this section was in response to many inquiries for clarification about various topics of the basic plan from some small and foreign air carriers. This is not a substitute for reading and understanding the basic plan.

Is there a specific definition of who constitutes a family member?

U.S. Federal and state laws define who constitutes a family member from a legal point of view. These legal definitions may also vary from state to state. The traditional view included spouse, children, mother, father, brother, and sister. Terms such as stepparents, stepsiblings and life partners have become more common in recent years in defining some family environments. It is suggested that airlines should plan on dealing with a variety of family member scenarios and to take each one on a case by case basis.

During the initial hours of an aviation disaster there is a significant amount of verification of facts that the airline needs to do. What information should be given to a family member if they call while the verification process is still in progress?

Airlines must establish contact with the family of a victim as soon as possible following an accident. In some cases, a family member may call the airline before the airline has reached out to contact the family that has just called in. During this process it is important to give whatever passenger information about the victim that is available. There are cases in which notifying an additional family member may be necessary. There may be a family member who will be calmer or more helpful to the airline in dealing with his or her family. This person may also be able to assist in other situations, such as families that do not use English as their primary language.

Are there any special considerations for employees assigned to be family escorts?

As specialized airline escorts are assigned to family members, it is important to identify any immediate needs the family may have. This may include monetary, childcare, medical or religious needs.

Are there any steps that an airline can take to be better prepared to manage the manifest reconciliation process during an emergency?

It is strongly suggested that airlines periodically and randomly select flights that have departed and verify the manifest using each airline's specific emergency procedures for manifest reconciliation. This exercise provides an opportunity for employees to develop the habit of checking manifests against boarding documents. It may also identify procedural problems that can be corrected prior to an accident. After a period of time the airline will be able to establish a

confidence level based on the accuracy of the initial manifests.

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Is there a requirement by an airline to release the names of the passengers and crew to the media?

There is no requirement to release the names of passengers and crew to the media. However, once notification has been made, it is acceptable to ask a family how much time they will need to establish contact with other family members. There should be consideration in delaying any release of names until a family has had an opportunity to contact other family members.

It is important to keep family members informed, even if there is no additional news. Family members should receive regular updates. Please remember that if the airline states they will call a family member back within a specific time frame, then those calls must be done as close to the time set as possible.

Are there any steps an airline can take to limit the number of inquiry calls that follow a disaster?

When the media asks the airline for an 800/888 number, it is important for the airline to stress that the numbers are “only for those family members who have reason to believe that their loved one was onboard the flight”. Also, the media should continue to reemphasize the name of the carrier, flight number, airport origination, connection and final destination.

The airline should also have an internal “call home” system. Upon learning that the airline has had a major accident, crews and employees should be advised through the company’s internal communications network of the event to call home and advise family members of their well being.

Are there any special considerations for family members who wish to travel to the accident city?

Legislation requires that airlines will “assure” that they will provide transportation to the accident city and that they “assure” they will assist with the immediate needs of family members, including lodging.

It is unreasonable to ask a family member to travel alone to an accident site in which a loved one

has been killed or injured. It is important for the airline to consider requests on a case by case basis as there are numerous factors that may require more than one family member or a nonfamily

member to travel to the accident city.

Some family members may request to travel to the accident city via an alternate air carrier or alternate mode of travel (rental car, bus, or train). It is suggested that the airline try to honor such requests.

Are there any training topics that can help teach employees how to assist families following an accident?

It is required that airlines train the employees in a number of areas, including, but not limited to:

an understanding of the range of physical and emotional reaction to trauma, including long term

effects from post traumatic stress disorder; understanding the need for information by family members and victims; skills to assist with age groups that range from children to the elderly; how to remain caring, non-judgmental and compassionate while assisting those who are suffering or who are extremely demanding or angry.

There should be a variety of methods used, including, but not limited to: small groups with role play scenarios; use of survivors and family members who relate their experiences in person or by

video tape; timeline of the response from the first hour to the return of the remains and personal effects and first year anniversary; introduction to representatives of Federal agencies that would be involved in the accident and the American Red Cross.

It is also very important to tell employees about the effects they may encounter while responding to a major accident. Training should include methods employees can use take care of themselves during and after the response. It should also train them how to look out for co-workers who may be having difficulties.

After initial training there should be annual recurrent training.

Does an airline need to file their plan?

All carriers that are required to file their assurances must file with both the NTSB and the US DOT.

What issues should an airline consider in managing personal effects?

Due to the physical and psychological impact that the recovery process can have on airline

employees, it is strongly suggested that a professional third party be employed to respond to and manage the recovery and cataloging of the personal effects effort.

Airlines need to allow family members the opportunity to view non-associated personal effects. This can be done via a catalog or a CD with photographs of the items.

What is the AIR Team?

The local Red Cross chapter will initiate the Red Cross response in accordance with local planning. These activities may be supported as needed by other Red Cross chapters from within the state. The Aviation Incident Response Team (AIR Team) made up of trained and experienced Red Cross disaster management specialists will mobilize within 4 hours, travel to the site and blend with the existing Red Cross response and coordinate and manage the resulting Red Cross response.

Why was the American Red Cross selected?

The NTSB designated the ARC because it met the requirements that were set forth in the legislation. The legislation required an organization that was independent and nonprofit, that had experience in disasters and post trauma communications with families, and could take the responsibility of coordinating the emotional care and support of the families of passengers involved in the accident.

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Is there any requirement by an airline to meet with the ARC before a disaster occurs?

There are no mandates for an airline to meet with the ARC before a disaster. However, it is important that local airline station management and Red Cross chapters coordinate their local planning activities where appropriate to ensure each group's awareness of the other's plans. This will enhance the coordination of the immediate response. An annual pre-disaster meeting can eliminate any misunderstandings or confusion on services that may or may not be provided.

What other services can the ARC provide to an airline, family members, or the community where the disaster occurred?

The ARC can also provide emotional or critical incident stress debriefing (as required) for local agencies that may not have specialists or training in this area. If needed, they will assist with referrals to families for long term mental health service providers.

What is the role of the U.S. State Department during an aviation disaster in the United States or its territories?

The U.S. Department of State will be responsible for notifying a foreign government that citizens from their country were involved in an aviation disaster.

What assistance can the State Department offer to a foreign air carrier that has had an accident in the United States or its territories?

They can assist the affected foreign air carrier with alerting Customs and Immigration that a corporate "Go Team" is enroute to the accident city. They can assist with obtaining required visas or other documents required gaining entry into the United States.

Assistance can also be given to family members enroute to the accident city. The State Department will work with Customs and Immigrations to ensure that entry into the United States by these families is done in a timely and professional manner.

What is the difference between the Friends and Family reception center and the Family Assistance Center (FAC)?

The Friends and Family reception center will be located at the arriving and departing airports. This is a temporary location for family members to gather until a Family Assistance Center is established. The Family Assistance Center will typically be located in a hotel, but may be located

in another type of facility, such as a college or community center. This is the location where

families will gather to obtain information and assistance.

Who is responsible for the FAC?

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The airline should secure a facility to accommodate all family members traveling to the accident city. Agencies providing support and services to families will work together to insure families are served properly. The NTSB has the overall responsibility to make certain the FAC runs smoothly, but relies upon the cooperation and support of all contributing organizations.

How will professionals and other service agencies in the local community be utilized?

ARC has been designated as the non-profit organization responsible for family care and mental health. In this capacity they will manage the recruitment, training and support of all volunteers, including those in the local community, through a Staff Processing Center. It is the intent of the ARC and the NTSB that local professionals and organizations affiliated with a disaster response agency/organization, spontaneous individual volunteers and groups are integrated in order to provide support to the incident as required.

Who is considered family for access to the FAC?

Today's family often does not have traditional boundaries. Any definition of "family member" should take into consideration that many individuals consider themselves to be the family of the victim, even though the law does not formally recognize the relationship. This would be the case for a fiancée or long-time companion. Family member will be defined in broad terms for the purpose of FAC access.

How do families not traveling to the accident city get information and support?

A conference call bridge will be used during family member briefings. Families not traveling to the accident city will be provided a toll-free number to connect to the bridge. In addition, the airlines will maintain contact and provide support to the family and the ARC can provide support through their chapters in the local community.

Who is responsible for the expenses associated with the FAC?

The airline is generally responsible for reasonable expenses associated with the set up and operation of the Family Assistance Center.

How do other service providers interact with the American Red Cross?

The ARC is interested in the assistance of others that can help at an accident. They will establish a staff-processing center to insure the best use of all resources. Other providers can contact the ARC through the processing center or can contact their local chapter of the ARC in advance if interested in assisting.

How will the airlines, local emergency responders, ARC, and other Federal agencies coordinate the services delivered to family members?

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These services for families will be coordinated through a Joint Family Support Operation Center (JFSOC). The operations center will be facilitated by a member of the NTSB Office of Family Affairs and will have representation from each organization providing assistance. This will insure efficient use of resources and sharing of information.

What type of training will airline escorts need to work with the family members?

Many airlines have initiated extensive training for their family member escorts. For those who have not, it is important that the escorts understand the dynamics of working in this environment,

what is expected of them, basic understanding of grief and trauma, and effective communication with families experiencing complicated grief.

How do the family members get answers to their individual questions?

First, they should ask their airline escort/representative for answers to their questions. If the

airline representative can not answer the question, they will notify their supervisor. The supervisor will either provide the answer or ask assistance from the agency that is most likely to have the answer.

What areas of consideration should airports have in planning to assist families during the first few hours of an aviation disaster?

Although airports are not currently required to plan for family assistance issues, airports should plan to assist passengers and their families during the initial hours of a disaster.

This is especially critical for those airlines that have limited manpower or are charter operations

that may have no company representation at the airport.

Consideration should be given to providing family members a secluded Friends and Family reception area in which to gather while awaiting information from the airline about their loved one. Airline clubs, conference rooms, or restaurants can serve this purpose. This room should be away from the media and should have restrooms in or near by. Police officers should be used to secure the room and the immediate area from the general public. If at all possible, choose a room that does not have a view that overlooks the crash site or recovery operation. Local Red Cross chapters and Salvation Army Centers of Operation should be included in planning sessions

as they can provide mental health and health (nurses) services personnel, as well as other needed local resources, to assist airline staff with families at this location.

If the room or airline club has a television(s), it would be best to leave at least one television on and give family members the option to stay in that room or to stay in an area that does not have a television or one that is turned off. This option will allow those family members that wish to watch the news coverage of the disaster to do so.

What areas of consideration should be given when airports are reviewing their airport emergency plans?

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*If an airport's plan calls for sealing off access to the airport or terminals during an emergency, consideration should be given to asking local airline management to determine a list of those employees who would be required to have access to the airport or terminal(s) during such a period. Airport operations access (AOA) badges for these individuals should be issued with a unique indicator. Some airports have used the following indicators, "**COMMAND POST**", "**EMERGENCY ACCESS**", "**INCIDENT RESPONSE**", "**DISASTER RESPONSE**" or a large letter "**E**". Once a format is chosen, the information is relayed to all law enforcement agencies that would be used to seal off the airport. This should allow those airline/airport personnel to gain access when roadways are closed.*

*Airports should consider placing large signs at their predetermined staging and emergency access areas and gates. These signs should be reflective, preferable white on red wording and in simple text. For example, **STAGING AREA "A" or MUTUAL AID ACCESS GATE #5**. These simple signs would assist in eliminating any confusion for mutual aid agencies that may respond to the airport or who have periodic personnel changes.*

Airports should review and contact all of the emergency service agencies within a five (5) mile radius of the airport. These agencies should receive aircraft emergency ingress/egress familiarization and training. Airport fire services can coordinate with airlines to arrange familiarization tours of various airline aircraft types.

There should be pre-accident meetings with local emergency planners, hospitals, American Red Cross, city, county, state police and fire services, and clergy.

Are there any special considerations about moving wreckage after life safety efforts have

been completed?

*Once the event has moved from a rescue to a recovery operation, the area should be sealed off until the first NTSB representative arrives on the scene and takes charge. **If at all possible, pieces of wreckage should not be moved.** If there is a need to move pieces of the wreckage, every*

effort to photograph the wreckage should be made prior to disturbing the items.

If the accident is caused by a criminal act, who will be in charge?

In a scenario in which the accident was caused by a criminal act, the FBI will be the lead agency. The NTSB will support the FBI with technical expertise. Even if it is not a criminal act, local authorities must ensure that all wreckage is preserved and not moved unless necessary for life safety activities

What resources can the NTSB provide to a medical examiner or coroner in the way of personnel, equipment and temporary morgue facilities?

Under the Federal Family Assistance Plan for Aviation Disasters, the NTSB will coordinate and integrate the resources of the Federal Government to support the efforts of the local and state government. The Department of Health and Human Services/Office of Emergency Preparedness (DHHS/OEP) has been designated as the primary agency for "Victim Identification and Forensic and Medical Services."

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The Public Health Service, a division of DHHS has developed a Disaster Mortuary Operational Response Team (DMORT) and mobile morgue to provide manpower and technical assistance to support local medical examiners or coroners in times of an aviation disaster.

In addition, under the Federal plan, the NTSB can call upon the resources of the Department of Defense (DOD) and Federal Bureau of Investigation (FBI) Disaster Squad to provide additional support.

What is DMORT?

DMORT stands for Disaster Mortuary Operational Response Team. The team is set up to provide professional personnel and technical support and assistance to the local medical examiner or coroner in forensic services and victim identification. The team is composed of forensic pathologists, forensic anthropologists, forensic dentists, medical investigators, funeral directors and other technical support staff.

What is the Portable Morgue Unit?

The DMORT Portable Morgue Unit (DPMU) has been developed to support the processing and identification of victims in the event of a mass fatality incident. The DPMU is a packaged system containing all the equipment and supplies required to establish and operate a temporary morgue facility under austere field conditions and/or augment local morgue capabilities. It is designed to be deployed by land, sea and air transport.

What is the FBI Disaster Squad?

The FBI has a team of highly trained experts in the area of fingerprint identification. This team is normally activated simultaneously with the DMORT and will provide any assistance to the local medical examiner or coroner in the area of fingerprint identification.

In addition to the conventional means of identification, can DNA be used as another method of identification?

Dental records and x-rays along with fingerprints are normally the primary methods used in victim identification. DNA will be used as a last resort and only after all conventional means of identification are exhausted.

Will autopsies be performed on all flight crew and passengers?

Generally speaking, the local medical examiner or coroner has jurisdiction and determines if

autopsies will be conducted. The NTSB has specific requirements that the flight crew is autopsied and full toxicology tests are performed. Depending on the circumstances of the crash, the NTSB investigator-in-charge will consult with the medical examiner or coroner to determine if additional autopsies are required.

What is a FAA toxicology kit and how do I go about getting one?

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A FAA toxicology kit is a kit that provides specimen collection vessels and instructions to the medical examiner in obtaining fluid and tissue samples needed by the FAA to test for drugs and alcohol in the blood system of the flight crew.

Generally, medical examiner offices throughout the country should have at least four kits on hand in their facility. If the medical examiner or coroner does not have access to kits, the NTSB team through the FAA representative will provide them.

How is ante mortem information obtained from family members?

Generally, the local medical examiner or coroner is responsible for obtaining medical record information from family members. However, in the event the local jurisdiction does not have enough staff to interview family members, trained DMORT members can be used to assist the local jurisdiction in interviewing family members.

Is the NTSB responsible for making positive identification of victims in the disaster?

The local coroner or medical examiner is responsible for making positive identification of victims. The NTSB can provide additional resources, such as the DMORT and/or the mobile morgue from the Department of Health and Human Services. These resources are available to help local authorities manage a large number of victims.

How does the local medical examiner or coroner request assistance?

The medical examiner or coroner should contact the Forensic Specialist, Office of Family Affairs, at the NTSB in Washington, DC.. The specialist will ask them specific questions on the number of fatalities and what resources the medical examiner/coroner has or doesn't have in order to meet their responsibilities. The NTSB will activate the DMORT and FBI Disaster Squad at the request of the medical examiner or coroner. The telephone number is 202-314-6290.

ANNEX P

POWER OUTAGES

I. OVERVIEW

This Annex is intended to address the basic questions of how the City of San Jose intends to respond to power outages. Due to the widespread, yet uncertain, nature of this event, coupled with the unknown effects of infrastructure interdependencies, this plan attempts to address impacts on public safety and continuity of government operations.

The City of San Jose responds to emergencies and disasters using the Standardized Emergency Management System (SEMS). SEMS consists of several levels which are activated, as necessary, starting at the field response level and then gradually increasing as more resources or assistance are necessary to the local government Emergency Operations Center (EOC) level, the operational area (county) level, the regional EOC level, and finally to the state EOC level. This “bottom up” system supports the responsibility of local government to protect their citizens while permitting “top down” sharing of resources, alerts, warnings and intelligence.

A. Purpose

The purpose of this Annex is to address special considerations posed by the Energy Shortage and associated rolling blackouts. This Annex is not meant to supplant existing plans and procedures, but to strengthen existing capabilities for responding to power outages. This document will be used in conjunction with the Emergency Operations Plan, which further describes the structure and role of the City’s Emergency Management Organization during any emergency, and ensures effective interagency coordination in accordance with the Standardized Emergency Management System (SEMS).

B. Objectives

The overall objectives of emergency energy operations will be to:

- * Aggressively monitor the progress of the energy emergency.
- * Maintain contact and liaison with energy supply providers.
- * Assist in procuring and distributing essential energy resources to support emergency operations.
- * Monitor the distribution of essential energy supplies.
- * As required, coordinate energy suppliers to prioritize and support emergency restoration of disrupted city services.
- * Provide liaison with all levels of government according to the Standardized Emergency Management System (SEMS) in order to provide an organized systems approach to emergency energy operations.

- * Provide accurate and timely information regarding City services for dissemination to the public.
- * Maintain energy capabilities to support essential City systems and City services.
- * Work in unison with the California Energy Shortage Contingency Plan.

C. Background and Scope

The emergency management community is concerned with both short-term power outage consequences as well as longer-term impacts. Security and safety issues at large venues and retail establishments, for example, present short-term concerns. Longer-term impacts can be anticipated if disruptions continuously occur in utility, transportation, health care, communications systems and commerce.

As a result of this situation, OES and other agencies responsible for disaster preparedness, response, and recovery must focus on two areas: 1) promoting preparedness by individuals in both the public and private sectors, and 2) planning specifically for the impacts of rolling blackouts and power outages on City services.

Power Outages as Part of Disaster Planning and Response

Specific to the energy crisis will be the perception or reality of scarce resources available for use in assisting local governments. In this sense OES' State Operations Center (SOC), the three administrative regions, and the law/fire mutual aid systems may be put through the most strenuous test since the inception of SEMS. Effective communication and prioritization of resources will be key challenges for the Regional Emergency Operations Centers (REOCs) and SOC in such an environment.

Also important to the energy crisis will be the need for insightful intelligence from state, regional and local sources to describe the effects of power loss throughout the state. Local governments will require this information to prepare themselves for impacts that could occur within their jurisdictions. Dissemination of this information will represent a paradigm shift in the way incident information is shared within California. Traditional "bottom up" collection of information during the energy crisis will have to effectively coexist with a simultaneous "top down" provision of useful intelligence.

The Governor's OES has a continuing role in disaster preparedness efforts, developing focused guidance and materials; giving local presentations; coordinating mutual aid discussions; assisting local agencies in their preparedness activities; and planning and participating in exercises. The City continues to train and exercise response functions throughout the organization, ensuring an ability to respond to emergencies.

D. Situational Analysis and Forecast

The Governor's OES Law Enforcement Branch has published an Information Bulletin on Law Enforcement Issues related to power outages, which has provided the following information.

Variables

- The Energy Commission estimates that 30% of electrical use during summer months is for air conditioning. An extreme heat wave during any of the summer months could stretch the system. If there are unplanned generation or transmission disruptions, outages could result. High winds have also brought down distribution and transmission poles and towers. This can bring local or wider scale outages.
- Another variable is the effect of the drought in the Pacific Northwest. This area of the United States received lower than usual rainfall during the winter, and officials in that area will be making decisions as to water storage vs. the use of that water for hydroelectric generation.

California buys this hydroelectric power on a frequent basis, and a deficiency in this source means one less resource is available when needed.

- Conservation is still vital. California's residents and businesses have already made strides in this area, but every additional effort is important. The California Department of General Services has the lead on developing best practices for conservation in government buildings, as it is important to lead by example. Local governments should consider adopting similar practices. The more we conserve, the lower the probability of outages – and the lower our utility bills.
- Fire can always affect the electrical generation and transmission system. Some of the long distance transmission lines in California and in adjacent states are in areas of vegetation, and as such can be damaged during forest or brush fires. Use of fire retardants can affect the transmission lines capacity, and such considerations may come into play when developing fire suppression plans.
- Lines or generating plants are somewhat susceptible to sabotage, however it is important to note that there is absolutely no intelligence information that would suggest such activity is any more likely during this time.
- Lastly, the state reports that it is doing everything possible to bring additional generation capacity on line by mid summer. Factors that would delay this would seriously hamper our collective ability to provide continuous power to California.

Issues

In a meeting with representatives of California's Law Enforcement Mutual Aid Regions, the California State Sheriff's Association, the California Police Chief's Association and the California Highway Patrol, consensus was reached that to date no significant rise in criminal activity can be attributable to the rotating outages experienced so far.

There have been increased calls for service and activity during the outages. Communications centers are immediately flooded with inquiries about the outage and from calls reporting traffic signal failures. Call for service increases seem to be limited to traffic collisions and hazards, false alarm calls and medical emergencies.

Infrastructure Interdependencies

Even more critical and less apparent are the somewhat obscure interrelationships or interdependencies among the various “infrastructures”. These include electric power, natural gas/oil, telecommunications, transportation, water/sewer systems, banking/finance, agriculture, emergency, and government services.

The other type of “infrastructures” that might be affected could include lifeline support of homebound medically dependent persons, homeless shelters and their support systems, mail delivery, bus service, school systems, recreational outlets and tourism among others.

Several types of interdependencies can occur: physical, cyber, logistical, and geographic. These interdependencies can lead to a “cascade effect,” that translates into disruptions in areas or other infrastructures that may not even be closely related.

Electric power has become a central commodity for the provision of modern lifestyles, and its loss can stop other services from being delivered. One example is the continuous power source needed to run the ventilator for a medically dependent person. Less obvious ones might be the telephone system needed to summon help, or the transportation system needed to take the person elsewhere or the water system needed to maintain sanitary conditions. The failure of any one would put the medically dependent person at risk.

Scenarios

Based on the information available to date, if demand exceeds supply, rotating outages will occur. These outages should be similar in nature to those experienced so far, with the outage lasting for one to two hours per area (electrical service “block”). If the deficiency exists over a protracted period, the outages could move from area to area on a frequent basis until the demand drops or the supply increases. As such, a local law enforcement agency could see outages “hop” between areas in the community on a continuous basis for one or more hours each, over a period of many hours. At this point there is no reason to believe the outages will last any longer than the “standard” one to two hours per block, nor should they extend into nighttime hours. They could be more frequent, however. In addition, unplanned outages also occur due to equipment failures.

There are also two “worst case” scenarios worth consideration. They are highly unlikely, but contingency planning should take them into account. Both of these were of concern long before the current electrical energy emergency. The first is the possibility of a large-scale “cascading” power failure on a regional and/or multi-state basis. Again,

though this is highly unlikely, unchecked imbalance in the electrical grid can cause problems that take much longer to alleviate. Utilities must re-start generation and transmission from a “black start” condition which takes hours. The greater the percentage of the grid that goes out, the longer it takes to resume operations. Outages could last from a few hours to a day – longer in some areas. There is no reason to believe this is any more likely at this time than in the past or near-term future. However the experience of power loss from the tree fire in Oregon makes planning for such a contingency necessary.

Another “worst case” can occur with or without power outages – heat emergency. In Chicago during the summer of 1995 a protracted period of extreme heat in an urban area caused in excess of 500 deaths, mostly to the elderly. This was not related to a power failure. Several years later, Dallas suffered a similar problem. San Jose has a heat emergency plan in place that has been used for several summers. Senior centers remain open for longer hours, and offer a cool environment and cool drinking water throughout their operational period. OES distributes a flier on heat illness prevention at public locations throughout the community.

E. (CAISO) Alerts

This following is intended to provide information on the California Independent System Operator (CAISO) Alerts, Warnings, and Emergency Stages and to provide guidelines for the City to use in the event of a CAISO Stage 3 Emergency. The warnings are usually issued over Emergency Digital Information Service (EDIS). City organizations currently registered to receive these warnings include OES, Manager of Public Outreach, Police and Fire Dispatch, Environmental Services Department, General Services and Department of Transportation.

As a note, due to the nature of a CAISO Stage 3 Emergency, the City may not receive prior notification of the actual declaration and the possibility of resulting rolling blackouts. However, if advanced notification is given the notification procedures in this document may be helpful in giving prior notice to some agencies. This document is to serve as a guideline only. Depending on the amount of information available and the logistical limitations (timing, area(s) affected, and duration of outage) the notification procedures in this document may need to be modified. If there is an outage for which notification to the City is delayed, these procedures may not need to be used at all, especially if it is expected that the outage is short-term.

During a Stage 3 Emergency Declaration CAISO sends an alert to all electrical market participants, appropriate state regulatory, oversight, and response agencies. The information is then broadcast to the general public through a coordinated effort between the CAISO and utilities. As a result of this, many entities and the public may quickly become aware of the situation. PG&E notifies the Operational Area Office of Emergency Services, each affected City Office of Emergency Services, of the exact blocks that are experiencing the outages. Outside of normal business hours, City Police and Fire Dispatch centers are notified, along with County Communications.

Background of CAISO

When California recently changed its electric power distribution system, the State Legislature created the quasi-governmental California Independent System Operator (CAISO). One of the duties of the CAISO is to ensure that all demand for power is met, and also to provide for adequate reserves.

Electricity is made, distributed, and used in real time and cannot be stored, therefore supply is always being produced to meet demand. California is part of a grid interconnected within the Western US Region and participates in the voluntary Western Systems Coordinating Council (WSCC). The WSCC coordinates the activities and establishes the reserve requirements for the entire Western US Region.

Growth and the lack of power generation facilities have made the state's power system more vulnerable to supply shortages.

SUMMARY OF CAISO ALERTS, WARNINGS, and EMERGENCY STAGES

Alerts, Warnings, and Emergency Stages may be declared by the CAISO when a shortfall of electrical operating reserve or some other marginal operational condition is forecast to occur. The timing and severity of the forecasted shortfall is determines whether an Alert, Warning, or Emergency is declared. To clearly indicate severity of the power shortage Emergency is classified in three (3) stages, whereas there are no stages for Alerts or Warnings.

Alerts and Warnings are declared as a requirement for operation of the energy market mechanisms and are distributed among market participants only. Although, during the Warning phase courtesy notifications may be given to State OES, the Electrical Oversight Board, the Energy Commission, and the Public Utilities Commission.

An Emergency must be declared for more severe circumstances. When an Emergency is declared, that information is communicated to the general public by CAISO.

Summary descriptions of Alerts, Warnings, and Emergency Stages are shown in the following section.

Alert Declaration

An Alert declaration is made any time there is a forecasted shortfall of operating reserves of less than 7% or other marginal operational conditions, which are anticipated to occur in the next day. The Alert declaration is sent to market participants in an effort to stimulate electricity sources to provide more resources. The Alert declaration is also sent to CAISO Participating Transmission Owners (PTOs) and is forwarded by the PTOs to Utility Distribution Companies (UDCs) within their respective areas.

Warning Declaration

A Warning declaration is made as early as 2200 hours on the day before the forecasted shortfall (such as operating reserves less than 7%) is anticipated to occur. The Warning can also come sooner if available generating resources necessary to meet the forecasted shortfall is to be relieved by acquiring energy from a steam generating unit that requires 36 hours for a full start up. In that case, a Warning may be issued 36 hours in advance of the shortfall.

As in an Alert, the Warning declaration is sent to market participants in an effort to stimulate the market to provide more resources. For reliability purposes, the Warning declaration also enables the CAISO to seek additional resources, which may be available outside of the normal market structure. The Warning declaration is also sent to CAISO PTOs and is forwarded by their PTOs to UDCs within their respective areas.

At the Warning level, courtesy notifications may be given to State OES, the Electricity Oversight Board, the Energy Commission, and the Public Utilities Commission.

Emergency Stages

Stage 1 Emergency

A Stage 1 Emergency may be declared at any time it is clear that an operating reserve shortfall (such as less than 7%) is unavoidable, or is forecast to occur within the next two hours.

The severity of the Stage 1 Emergency is less than Stage 2 or 3 and indicates that the operating reserve is forecast to be below minimum criteria, but not so far below as to require interruption of service to consumers.

The Stage 1 Emergency declaration is sent to all market participants, to appropriate state regulatory, oversight, and response agencies, and is broadcast to the general public in a coordinated effort between the ISO and UDCs. Consumers are requested to voluntarily reduce their consumption of electric energy in order to avoid more severe conditions including involuntary curtailments.

Stage 2 Emergency

A Stage 2 Emergency may be declared at any time it is clear that an operating reserve shortfall of less than 5% is unavoidable, or is forecast to occur within the next two hours. The severity of a the Stage 2 Emergency is less than Stage 3 and indicates that the operating reserve is forecast to be below minimum criteria and at a level where significant intervention is required by the CAISO. At this level, interruption of service to selected consumers is required in order to avoid more severe conditions. Selected consumers are electricity customers who have agreed to be interrupted if a Stage 2 Emergency is declared. These customers receive a reduced rate for their electricity service as compensation for their willingness to be curtailed. The County of Ventura participates in the Interruptible Rate Program.

The Stage 2 Emergency declaration is sent to all market participants, to appropriate state regulatory, oversight, and response agencies, and is broadcast to the general public in a coordinated effort between the CAISO and UDCs. Consumers are requested to voluntarily reduce their consumption of electric energy in order to avoid more severe conditions including involuntary curtailments.

Stage 3 Emergency

A Stage 3 Emergency may be declared at any time it is clear that an operating reserve shortfall of less than 1½% is unavoidable, or is forecast to occur within the next two hours. A Stage 3 Emergency is the most severe category and indicates that, without significant CAISO intervention, the electric system is in danger of imminent collapse. Involuntary curtailment of service to consumers (such as “rolling blackouts”) may occur during a Stage 3 Emergency.

The Stage 3 Emergency declaration is sent to all market participants, to appropriate state regulatory, oversight, and response agencies, and is broadcast to the general public in a coordinated effort between the CAISO and UDCs. Consumers are advised that involuntary interruptions of service have begun and will be continued until the emergency has passed. Consumers are requested to reduce their consumption of electric energy wherever possible to avoid more severe involuntary curtailments.

F. EOC Activation

City of San Jose will activate the Emergency Operations Center at the request of a department, to facilitate resource coordination; at the request of the City Manager; or in the event of the development of an emergency condition that exceeds the normal response resources of the City. Activation and staffing levels will be at the direction of the City Manager, based on the analysis of the situation. EOC activation will follow the normal guidelines and procedures.

G. Pre-Emergency Period

The five phases of readiness conditions that apply to City emergency operations prior to activation are preparedness, increased readiness, pre-impact, immediate impact, and sustained emergency. These phases are described progressively. The Director of Emergency Services (City Manager) will activate these phases.

The Pre-Emergency Period is divided into two phases as follows:

Normal Preparedness Phase

During this phase, emphasis will be placed on preparing supporting plans, Standard Operating Procedures (SOPs) and checklists dealing with the use of energy resources during an emergency. Such plans and procedures will provide for coordination and communication channels with governmental agencies and elements of the private sector that normally provide energy services. The normal preparedness phase corresponds to the Energy Commission's Readiness response.

Increased Readiness Phase

This phase could begin due to various conditions such as severe electric power shortages. Increased readiness actions will include reviewing and updating plans, SOPs, and resource information, and assuring that key and essential personnel, facilities, and equipment are operationally ready and have sufficient fuel available and in reserve for emergency use. Activation of the Emergency Operations Center at the appropriate level is also a consideration.

During the increased readiness phase, the Energy Commission begins its Verification Phases during which the magnitude and duration of an energy shortage are estimated and various options for a statewide response are studied.

This phase will be initiated when the Director of Emergency Services, in consultation with the state and Operational Area, determines that, based upon intelligence; a greater likelihood of threat may exist. Examples of these threats may include:

- Analysis of lessons learned from statewide exercises & drills (hospital and utilities).
- Potential civil disturbance.
- “Runs” on banks, markets, gas stations etc.
- Events in other cities or other areas outside the County, which may have significant media or economic impacts on the City.

During the increased readiness phase the following steps are required:

- Confirm 24-hour phone numbers and points of contact for EOC staff.
- Reevaluate initial staffing patterns and determine staff needs and availability.
- Test, repair, and purchase equipment as necessary.
- Complete all activities pending from the previous phase.
- Identify potential needs from analysis of situation reports.
- Develop ad hoc contingency plans for perceived needs.

- Share relevant alerts and warnings and intelligence reports with local governments and the Operational Area and in accordance with OES media strategy.

Emergency Period

The Emergency Period is divided into three phases as follows:

Pre-Impact Phase

Most actions to be accomplished during this phase are precautionary in nature and centered around taking appropriate countermeasures to protect people should the jurisdiction be affected by a major earthquake, other types of energy shortages, or other disaster.

During the pre-impact phase, the Energy Commission continues its Verification phase and makes public its estimates of the magnitude and duration of the energy shortage. If appropriate, the Commission also explains what actions it will take and what recommendations it intends to make to the Governor. During this time, communication between the Operational Area leadership and potentially effected jurisdictions/agencies/organizations within the county are essential. Information exchange with State Office of Emergency Services (OES) Coastal Region is also vital to maintaining a rapid response posture.

Immediate Impact Phase

Actions taken during this phase will be concentrated on the well being of people affected by an event. Examples of such events might be a major earthquake causing supply disruption, or ceasing of shipments from a major overseas supplier.

A causative event such as a major earthquake that creates energy disruptions will result in a more complex response since two "disasters" will have to be managed. The Standardized Emergency Management System (SEMS) will accommodate the response to both, as modifications to the system can be made quickly.

The Director of Emergency Services, in consultation with the State Operational Area, will determine, based upon information from such sources as State OES, PG&E, PUC, or other credible sources, if there have been occurrences in other parts of the state due to power outages, or attributed to it, that pose a significant threat to the City.

Possible triggering events might include:

- Major power outages, for any reason.
- Nuclear power plant accidents for any reason.
- Terrorist acts or acts of unknown origin or suspicious cause that appear to be terrorism (anywhere).
- Major local gatherings or events that have or may lead to civil disturbances.
- Major hazardous materials releases.
- Major wildland fires with transmission line involvement.

During the alert/warning phase the following steps are required:

- Bring key staff to standby, cancel travel and vacations if necessary, to ensure proper staffing levels are available.
- Evaluate potential staffing patterns; advise the EOC Director that backup staff may be needed.

- Communicate with local neighboring governments regarding status.
- Complete all activities pending from previous phase.
- Implement OES media strategy.

Priority activities will include providing appropriate City services to PG&E as they restore key and essential energy services and assess any damage to or dislocation of the energy distribution networks.

During the immediate impact phase, the Energy Commission initiates its Pre-Emergency phase to an energy shortage. Voluntary programs such as ridesharing and flexible work schedules are begun with the commission acting as a central clearinghouse for all information regarding the effectiveness of programs.

Sustained Emergency Phase

As protective actions continue, attention can be given to sustaining populations in the effected areas. Energy must be supplied to support the delivery of essential equipment, services, and other resources. If an energy shortage worsens, the Energy Commission may begin its Emergency phase, and the Governor may, after proclaiming a State of Emergency, implement mandatory energy conservation programs

Post-Emergency Period (Recovery)

Priorities during this period will be focused on continuing to provide key and essential energy services and assisting in recovery operations. Various assistance programs may be available to help mitigate economic hardships to low-income households in the event of a serious energy supply disruption. These programs will be administered by the California Department of Economic Opportunity (DEO), with the assistance of an Inter-Agency Task Force representing various agencies involved in economic assistance programs and the Energy Commission.

II. PUBLIC INFORMATION

The amount and type of media interest and coverage of the energy crisis will undoubtedly influence public information during any power outages. In anticipation of an expanded need for public information and public information officers (PIOs), City PIOs have a disaster SOP, and staffed trained to implement that SOP.

Public information in the City will follow protocols for dealing with the media. PIO activities will be coordinated through the Assistant City Manager in the EOC. All contacts that are handled by the EOC staff will be noted on the PIO duty log.

III. ADVANCE WARNING INFORMATION COORDINATION

The state of California and the PUC are working with PG&E to develop early warning systems that will allow for intelligence to be funneled into California's response system. State OES will disseminate this information from the SOC to the Operational Areas. The Operational Areas (OAs) will in turn disseminate the information to the local government EOCs.

City Staff Actions during Power Disruptions

The General Services Department and Environmental Services Department staff members have been evaluating the City's preparedness for power disruption. Emergency power supplies have been provided for critical services, and tested regularly. Contingency plans have been made of obtaining additional supplies of fuel to run generators. An analysis has been made of services that would have to be curtailed due to a power outage. A plan to prevent conditions that would endanger life and health has been made, and appropriate steps implemented. Working in concert these departments will:

- Monitor the progress of the energy emergency and obtain information from the California Energy Commission via established communication lines.
- Prepare an analysis of the probable effects.
- Maintain contact and liaison with energy providers.
- Assist in procuring and distributing essential energy resources to support City emergency operations by applying to the Petroleum Fuels Set-Aside Program if appropriate.
- Coordinate with energy suppliers to support emergency restoration of disrupted City services.
- Provide accurate information on City services impacts to release to the public through the Public Information Officer.

IV. OES MISSION TASKING AUTHORITIES & STATE AGENCY ROLES

Response to resource requests from local government including the coordination of mutual aid and the tasking of state agencies will be conducted under the authority of the Emergency Services Act, the State Emergency Plan, adopted statewide Mutual Aid Plans, and their attached SOPs.

V. SOC AND REOC OPERATIONS

The State Operation Center (SOC) as defined in the Standardized Emergency Management System refers to the state operated Emergency Operations Center that provides resource coordination statewide.

SEMS calls for the simultaneous activation of the SOC and Regional Emergency Operations Centers (REOC) following the occurrence or anticipation of an imminent threat or disastrous event, or the activation of an Operational Area EOC.

One key role of the SOC is to identify and designate scarce or potentially scarce resources and ensure for the proper prioritization and effective use of such resources. The current energy crisis poses a potentially significant dilemma--statewide impacts may result in many resources becoming scarce, with little or no timely assistance from the federal government.

In order to identify what resources may in fact become scarce, OES, through the Governor's Emergency Preparedness Task Force, has embarked on an aggressive effort to both aid local government planning and help the state to identify potential resource shortfalls. As these become evident, OES state operations will coordinate this information with OES regions that will assist local government to adjust their plans and preparations prior to EOC activations.

VI. EOC OPERATIONS

Within SEMS, the REOCs are the primary response coordination points for state and federal assistance to local government during a disaster. OES' three regional headquarters—Southern (Los Alamitos), Coastal (Oakland), and Inland (Sacramento)—will be fully staffed during the designated activation period to provide this function for their respective operational areas (OAs).

Federal Assistance in the Region

If federal assistance is required, a Request for Federal Assistance (RFA) is generated by the REOC, submitted to the SOC Director for approval, and transmitted to FEMA. The California-Federal Emergency Operations Center Guidelines outline the expectation for

FEMA and Emergency Services Function representation at the SOC and REOCs. In general, federal agencies will assist California emergency responders when needed and will provide staff representation as requested.

Agencies in the EOC

Agency representatives from several local, special districts, state and federal government agencies are expected to participate in response coordination in the EOC. The agency representatives should be able to speak for his/her agency within established limits and facilitate requests to his/her agency. Some of the key agencies that may become involved with a power outage related emergency response include:

- Utilities including PG&E
- Santa Clara Valley Water District
- Telecommunications providers
- American Red Cross and Salvation Army
- Radio Amateur Civil Emergency Services (RACES)

Additional agencies (depending on the nature of the response) may be asked to assist.

A. Operations Section

If the pre-event expectations hold true most of the significant problems due to power outages will be related to the large numbers of ‘voluntarily displaced’ persons located at large venues and buildings around the City. The traditional law mutual aid system will respond to any law enforcement immediate needs.

EOC staffing will follow the Emergency Operations Plan.

Areas of Focus for Power Outages

It will be the responsibility of the Planning/Intelligence section to locate the required information and make it available to the response community.

Utilities and Infrastructure

Includes energy systems (electric, gas), water delivery, wastewater treatment, dams, and telecommunications (both emergency telecom and general user).

1. Information needed: system disruptions and failures—location, customers Impacted, expected time of resumption, and cause(s).
2. Sources:
 - a. State and local: via Resource Information Management System (RIMS) reports, OES field representatives, conference calls (between EOC and Operational Area EOC and/or REOC for local utility and special district information), email and Internet.

- Independent System Operator (ISO)
 - State agencies (DWR, SWRCB, DHS, GSA, CEC, CPUC, etc.)
 - California Emergency Utilities Association (CEUA)
 - Utilities representatives in EOC
 - Adjacent Operational Areas
 - News Reports
 - Utilities Branch
 - Field Units
- b. Federal level: via RIMS reports, conference calls (between FEMA, EOC and REOC), email and Internet.
- FEMA
 - Federal Energy Regulatory Commission
 - Bureau of Reclamation
 - Army Corps of Engineers
 - Nuclear Regulatory Commission/Nuclear Power Plants
 - News Reports
 - Field Units

Transportation

1. Information needed: disruptions to air, rail, ship, and ground transportation.
2. Sources:
 - a. State and local: via RIMS reports, OES field representatives, conference calls (between EOC and Operational Area and/or REOC), email and Internet.
 - CalTrans for state highways
 - CHP for state highways and local thoroughfares
 - Adjacent Operational areas
 - News reports
 - Field Units
 - b. Federal level: via RIMS reports, conference calls (between FEMA, EOC and REOC), email and Internet.
 - Coast Guard
 - Federal Aviation Administration
 - National Transportation Safety Board
 - Department of Transportation
 - News reports
 - Field Units

Medical/Health

1. Information needed: equipment failures, disruptions in medical supplies, hospital facility availability/problems, medical evacuation needs.

2.Sources:

- a. State and local: via RIMS reports, OES field representatives, agency liaisons, conference calls (between EOC and Operational Area and/or REOC), email, and Internet.
 - Emergency Medical Services Agency (Including Regional Disaster Medical Health Coordinators)
 - County Public Health
 - Office of Statewide Health Planning and Development
 - Adjacent Operational Areas
 - News reports
 - Field Units
- b. Federal: via RIMS reports, conference calls (between FEMA, EOC and REOC), email and Internet.
 - FEMA
 - Food and Drug Administration
 - News reports
 - Field Units

Hazardous Materials

1. Information needed: releases, exposures, casualties, evacuations, damage and supply disruptions.
2. Sources:
 - a. State and local: via RIMS reports, OES field representatives, agency liaisons, conference calls (between EOC and Operational Area and/or REOC), email and Internet.
 - State OES (Warning Center)
 - Cal/EPA
 - Cal/OSHA
 - Department of Health Services
 - Public Utilities Commission
 - Fire Department HIT
 - Adjacent Operational Areas
 - News reports
 - Field Units

Public Events/Occurrences

1. Information needed: potential problems at any anticipated events, including civil unrest, law enforcement and fire mutual aid shortfalls.
2. Sources:
 - a. State and local: via RIMS reports, from Operations Section/Law Coordinators, conference calls (between EOC and Operational Area and/or REOCs), email and Internet.
 - Regional Law Enforcement Mutual Aid Coordinators
 - Adjacent Operational areas
 - News reports
 - Permits Issued
 - Field Units

Social Systems

1. Information needed: problems with schools, banking, social services, general commerce.
2. Sources:
 - a. State and local: via RIMS reports, OES field representatives, agency liaisons, conference calls (between EOC and Operational Area and/or REOC), email and Internet.
 - Adjacent Operational areas
 - News reports
 - Private sector
 - Field Units

Information Flow

SEMS will be followed and will dictate how information flows from the field to local government, to the operational area, to the REOC and to the SOC. Any demands from the federal or state level, except where prescribed by standard operating procedures, should flow in reverse, i.e., through the SOC down. Generally, information will be reported on RIMS. It is recognized that the energy crisis will present some unusual demands for information, both in terms of quality and timeliness. In some cases, information will be needed from entities that are not typically part of the response and recovery process and are not RIMS users. This being the case, the State's Advance Planning Unit Action Plan should determine reporting responsibilities, develop guidelines for obtaining or providing the information needed (as described above), define reporting methodologies (e.g.,

develop specialized reports on RIMS, email, fax, or verbal reports) for those identified sources not on RIMS, and identify standard report times for the response and recovery phases.

Use of Conference Calls

Conference calls can provide a very useful and timely method of communication when used properly. They are especially useful to augment existing reporting mechanisms (e.g., RIMS reports). Regularly scheduled conference calls can avoid an uncontrolled stream of information and requests from a variety of sources that can be disruptive to EOC activities. Conference calls for the energy crisis should be set up at regular intervals among the following:

- FEMA (and key federal agencies), the SOC (and key state agencies), and REOCs.
- REOCs and their respective operational areas.
- Operational Areas and their respective cities and Special Districts.

Advance Planning

The establishment of an Advance Planning Unit will be an essential and early part of the EOC, OPAREA, REOC and SOC organization.

For Response—

- Identify key areas where response activity is likely to be needed in the future as events unfold; help operations pre-identify resources and actions accordingly.

For Response to Recovery—

- Prior to deactivation, identify key areas to be coordinated with Disaster Assistance Division (DAD) (and possibly a Disaster Field Officer/Federal Coordinating Officer (DFO/FCO) as events cease and recovery begins.

VII. CALIFORNIA-FEDERAL OPERATIONS COORDINATION

If federal assistance is required, the SOC will contact FEMA to provide needed federal resources to support emergency operations. Assistance includes tasking federal Emergency Support Functions (ESFs), through FEMA, to provide staff at the REOC and/or SOC SEMS levels, and resources to support local government response. In multi-region events, ESF representation and assistance may be needed at both SEMS levels. When multi-region events occur, ESF coordination will be centralized at the SOC level with staff representation at the individual REOCs as appropriate.

The California-Federal Emergency Operations Center Guidelines and OES-FEMA Memorandum of Understanding are available for reference.

VIII. RESPONSE TO RECOVERY

Due to the possibility of widespread activity as a result of the statewide energy crisis, the potential is great to have simultaneous response activities underway while recovery activities are going on in other areas. To ensure a smooth transition, the early communication with the State Disaster Assistance Division (DAD) by the EOC Planning/Intelligence Section is required. Initially the County Chief Administrative Office representatives will act as part of advance planning to ensure early identification of recovery issues and informational needs. If conditions warrant, CAO staff will form a separate Recovery Planning Branch within the Planning/Intelligence Section and the Legal Section to act as the focal point of recovery action planning and the development of transition plans.

The CAO and Board of Supervisor representatives will provide key liaison roles with regional, state and federal counterparts. Meetings to address recovery issues can be convened at the EOC where up to date information will be available to representatives.



CALIFORNIA-FEDERAL EMERGENCY OPERATIONS CENTER GUIDELINES

*Integrating Federal Disaster Response Assistance with
California's Standardized Emergency Management
System*

April 1998

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CALIFORNIA-FEDERAL EMERGENCY OPERATIONS CENTER GUIDELINES

I. PURPOSE

This document describes the process for federal agency integration into California's Standardized Emergency Management System (SEMS) at the regional and state levels. Specifically, it implements a portion of the Memorandum of Understanding (MOU) signed by the Governor's Office of Emergency Services (OES) and the Federal Emergency Management Agency (FEMA). The MOU is an attachment to this document. These guidelines are consistent with the Federal Response Plan, State of California's Emergency Plan and Emergency Services Act, and SEMS Regulations, Guidelines, and Approved Course of Instruction.

II. EMERGENCY RESPONSE IN CALIFORNIA

The basic premise of SEMS is that emergencies are handled at the local level by local authorities until their ability to respond is overwhelmed. Emergency management begins at the incident location, known as the *field* level of response. As the size of the emergency increases or multiple emergencies occur that are beyond the capabilities of local responders, information gathering and requests for resources are transmitted from the field level through the *local, Operational Area* (county), *regional*, and *state* levels of SEMS. Once state level resources are insufficient to deal with the emergency, OES will access the federal government through FEMA for assistance. SEMS is based on the basic management principles of the Incident Command System (ICS) and is designed to expand and contract according to the needs of the incident.

Coordination for response and support to an incident above the field level occurs at Emergency Operations Centers (EOCs). Under SEMS, EOCs can be activated at appropriate governmental levels to provide support and coordination as the needs of the incident response expand. The state of California is responsible for coordinating the regional and state levels of response and activates one or more of three Regional Emergency Operations Centers (REOCs), as the situation requires. By policy, the State Operations Center (SOC) activates simultaneously whenever one REOC or more is activated. The SOC coordinates all statewide response activities in support of the regions and each REOC coordinates all response activities within the individual region.

Once federal assistance is required, the SOC will contact FEMA to provide needed federal resources to support emergency operations. Assistance includes tasking federal Emergency Support Functions (ESFs), through FEMA, to provide staff at the REOC and/or SOC SEMS levels, and resources to support local government response. In multi-region events, ESF representation and assistance may be needed at both SEMS levels. When multi-region events occur, ESF

coordination will be centralized at the SOC level with staff representation at the individual REOCs as appropriate.

III. ANNEX

Under SEMS, the SOC is the top level of California's emergency response support structure. It facilitates the prioritizing of resource requests when more than one REOC is in need of resources, and acts as a conduit for formal requests of federal aid when the need arises. The SOC will also approve or obtain approval of the state's share of the cost of response resources utilized. Additionally, the SOC coordinates the state declaration process, consolidates information for the OES Director, and provides support for direct contact with the Governor and the Legislature during times of disaster.

Once federal resources are determined to be necessary, the SOC will request that FEMA provide a Federal Coordinating Officer (FCO) or other federal representative with the authority to approve Requests for Federal Assistance (RFA). The FCO or other representative will respond to the SOC. If the FCO relocates to the Disaster Field Office (DFO), the FCO will ensure that a federal representative with the authority to approve federal assistance remains at the SOC. FEMA and the ESFs will provide assistance in accordance with the Federal Response Plan, the FEMA/California Memorandum of Understanding, and a Presidential Declaration of an emergency or major disaster.

The REOC functions as the central point of coordination for state and federal assistance within the region. The OES Regional Administrator or REOC Director will coordinate with the SOC and FEMA Region IX to request, through the SOC, ESF personnel in the REOC and requests for assistance. Once ESF representation is established at the REOC, the REOC will then act as a joint state-federal point of coordination for all response activities within the affected region. FEMA and OES will conduct joint action planning meetings in accordance with the REOC's established operational periods (in accordance with SEMS). Federal ESF staff in the REOC(s) will operate as Federal Agency Representatives.

The REOC Director has overall responsibility for planning and coordinating all state response activities and coordinating with the ESFs regarding all federal response activities occurring within the region, including federal agencies operating under their own authorities. Once tasked by FEMA, ESF representatives in the REOC have responsibility for assisting the REOC Director by identifying and procuring federal assets to supplement state response activities. The ESFs will also ensure that coordination occurs between the REOC and federal agencies operating under their individual authorities.

The determination of whether to use state or federal resources will be made by consultation between the REOC, SOC, FCO, and ESFs. Once the decision is made to activate federal resources, the first major areas for consideration and joint decision-making will be, but are not limited to, the following:

- A. Identification of the location, size, and composition of critical support infrastructure facilities/activities to ensure the coordinated flow of resources into the affected area. Areas for consideration are as follows:
- Disaster Support Areas (DSA) to support response activities.
 - Point of Arrivals (POA) for incoming state and federal personnel, equipment, material, and supplies.
 - Assembly Points (AP) for state and federal personnel, equipment, materials, and supplies.
 - Mobilization Centers (MC) for state and federal personnel, equipment, materials, and supplies.
- B. Activation of the joint state-federal Transportation Branch and federal Movement Control Cell (MCC) (within ESF #1) for the identification, prioritization, and mobilization of state and federal transportation resources required to transport emergency response personnel and disaster relief supplies and equipment.
- C. Establishment of communications with the Operational Areas within the affected area and any support installations established by OES/FEMA.
- D. Joint deployment of OES and FEMA representatives into the affected area.
- E. Prioritization of work for readily available state and federal assets (those that can be on-scene within 24 hours).
- F. Evaluate the need for federal Initial Response Resources (IRR). These resources are available to address the immediate response needs of victims when state and local resources are or will be overwhelmed by a disaster. Using the federal Annex for the Initial Response Resources Program, conduct the following activities necessary to determine which IRR resources are needed. Initiate all requests for federal IRR resources and commodities with reference to the IRR's Time-Phased Force Deployment List (TPFDL).
- Assessment of the situation through the designated state and federal disaster intelligence networks and rapid identification and prioritization of the critical lifesaving requirements. Identify requirements for the Medical Support Unit (MSU), Disaster Medical Assistance Teams (DMAT), Urban Search and Rescue (USAR) Teams, and USAR Incident Support Teams (IST).
 - Identification of requirements for additional joint situation assessment and incident management teams. Identify requirements for the Field Assessment Team (FAsT) and Incident Management Teams (IMTs).
 - Identification and prioritization of requirements for IRR Commodities.

- G. Identification, prioritization and mobilization of anticipated and requested response actions.
- H. The establishment of a Joint Information Center (JIC).
- I. Monitor the situation during the operation to determine when the bulk of the activities are recovery oriented. When the response phase of the operation is near completion, the joint staff will develop and implement a plan to transition the majority of activities to the DFO. The REOC Director, in consultation with OES' Disaster Assistance Division (DAD) management and FEMA officials, will manage this ongoing transition in an orderly and coordinated fashion.
- J. Coordination of all federal response to the event, including federal agencies responding under their own authorities, with the REOC. All information gathered by federal and state personnel operating in the affected area will be coordinated with the appropriate joint staff section in the REOC in order to avoid inconsistent or out of date information from being released.

IV. ROLES AND RESPONSIBILITIES

In response to disasters in California, OES is responsible for two levels of SEMS, the regional and state levels. In accordance with SEMS procedures, it is the intent of the Director of OES that coordination of the majority of state and federal level response resources occur at the appropriate REOC. Upon notification to OES of a major emergency or disaster, coordination among the appropriate REOC(s) and OES personnel will begin. The appropriate REOC(s) will activate as necessary. Upon a REOC(s) activation, the SOC will simultaneously activate per OES policy.

- A. The REOC's primary responsibilities are:
 - 1. Coordinate information gathering and requests for assistance from Operational Areas.
 - 2. Mission task appropriate state resources to support local operations.
 - 3. In consultation with the SOC, ESFs, FEMA, and the FCO, determine what level of state and federal assistance is needed to respond to a disaster within the region, draft Requests for Federal Assistance (RFA), and forward them to the SOC for approval and action.
 - 4. Coordinate state and federal response activities within the region.
 - 5. Coordinate with the DFO, SOC, and other applicable parties through the ongoing transition from response activities to recovery actions.
 - 6. Provide information to assist FEMA and other ESF federal representatives in completing required federal reports.

B. The SOC's primary responsibilities are:

1. Immediately following an event, coordinate initial actions with appropriate REOC(s) and OES personnel. Activate the SOC upon activation of any REOC(s).
2. Coordinate the declaration process.
3. Coordinate requests for and placement of FEMA/ESF staff in the REOC(s) and/or the SOC per the OES/FEMA MOU. Requests for FEMA/ESF personnel will be made by the SOC to FEMA.
4. Process, approve, and transmit requests for federal assistance received from the REOC(s) to the FCO. Coordinate activities with DAD.
5. Oversee any aspect of the response effort that is beyond the scope or capability of the REOC(s).
6. Set priorities, coordinate response activities, and provide support in multi-region activations.
7. Coordinate with the REOC, DFO, and other applicable parties through the ongoing transition from response activities to recovery actions.

C. The role of FEMA and ESF agencies:

1. Upon request, deploy a FEMA representative and necessary components of the Emergency Response Team-Advance Element (ERT-A) to the SOC and/or REOC in accordance with the MOU. Deploy the FCO, or other federal representative with the authority to commit federal resources, to the SOC as soon as possible. The FCO may initially, upon OES request, temporarily deploy to a REOC if the result is faster federal assistance.
2. Assist REOC and/or SOC staff in determining immediate needs and objectives and suggest the best use of federal capabilities to meet requests for assistance within the region. Assist, as necessary, in completing the RFA.
3. Assist REOC and/or SOC staff to integrate and coordinate federal response activities within the affected region(s).
4. Coordinate with the REOC staff, DFO (with the OES DAD liaison), SOC, and other applicable parties through the ongoing transition from response activities to recovery actions.
5. Provide information to assist REOC and/or SOC staff in completing required OES reports. Assure the coordination and sharing of information.

V. REQUESTS FOR FEDERAL ASSISTANCE (RFA)

When federal assistance is necessary, the REOC (in consultation with the SOC, FEMA, ESFs, and others as appropriate) will develop the RFA and transmit it to the SOC for state and federal approval. Resource requests will be coordinated within specified joint staff sections in the REOC. The standard will be to fill the request with the agency, state or federal, that can best provide the assistance in a

timely manner consistent with the needs of the requesting agency. However, if it is determined by the responsible joint staff section that both a state and federal agency can equally provide the support requested, then the state agency will be mission tasked by the REOC and no RFA will be generated.

VI. STAFF SERVICE/SUPPORT

OES will provide workspace, office supplies, telephones, and fax machines for federal representatives in the REOC or SOC. Federal personnel will be responsible for providing their own computer equipment and transportation. OES program support personnel will assist federal representatives in linking their computers to the Response Information Management System (RIMS). However, any purchase of hardware and software to resolve compatibility issues between state and federal computer equipment will be the responsibility of FEMA and/or other federal agencies.

VII. RESPONSE TO RECOVERY

Financial reimbursement for costs incurred during presidential declared disasters will be coordinated at the earliest possible moment. Cost sharing agreements between state and federal agencies should be clarified prior to the onset of response activities. As the focus shifts from field response to recovery activities, the State Coordinating Officer and FCO will work together to transition activities to the DFO for ongoing recovery coordination.

Attachment 2

FEMA/OES MEMORANDUM OF UNDERSTANDING (AS FINALIZED—JANUARY 1995)

Memorandum of Understanding (MOU) entered into this 18th day of October 1994, by and between the Federal Emergency Management Agency (FEMA), and the state of California.

I. PURPOSE

The purpose of this MOU is to delineate the procedures for the working relationship between the Federal Emergency Management Agency (FEMA) and the state

of California when a disaster or emergency is predicted or has occurred. The procedures specify the support that FEMA will provide the state and the support that the state will provide to FEMA when the specific circumstances noted in paragraph II below, are present. The FEMA support to be provided will be in accordance with the Federal Response Plan and procedures agreed to between FEMA Region IX on behalf of FEMA and the state.

II. SCOPE

Each provision of the MOU will be implemented after coordination between FEMA Region IX and the state of California when a disaster or emergency is predicted or has occurred. The MOU becomes effective upon signature of the OES Director, FEMA Director and FEMA Region IX Director.

III. RESPONSIBILITIES

A. FEMA agrees to:

1. Implement the Federal Response Plan as appropriate.
2. Maintain a 24-hour alerting and activation capability and provide the state with alerting procedures, telephone and pager numbers.
3. Establish 24-hour communications and implement reporting with the state during the monitoring phase of a potential disaster; or emergency or as soon as possible after the disaster or emergency has occurred.
4. Deploy a FEMA Representative to the State Emergency Operations Center (SOC) and/or the Regional Emergency Operations Center (REOC) at the request of or with the concurrence of the State Emergency Director. This is to provide direct coordination between the State Director and Regional Director, as well as coordination between the REOC (State) and the Regional Operations Center (ROC-Federal).
5. Implement the Federal Response Plan for predicted disaster or emergency or one that has occurred. FEMA Region IX shall regularly consult with the state and shall develop a state supplement to Federal Response Plan as necessary to meet specific requirements.
6. Deploy a management, operations and information planning section of the Emergency Response Team - Advance Element (ERT-A), with the exception of the FEMA Human Services and Infrastructure elements, to the appropriate REOC (or other operational location(s) specified by the state), with state concurrence, prior to or promptly after an actual disaster or emergency. The ERT-A will provide coordination for the Federal Response effort and technical assistance to the state.

7. Dispatch emergency materials, supplies, and other assistance known as an Initial Response Package (IRP) when a disaster or emergency is predicted or has occurred. The Regional Director and the Regional Administrator (REOC) will consult with their counterpart or representative to determine elements of the package to be developed.
8. Establish, in coordination with the state, a mobilization area to receive disaster supplies, either at a location that has been previously identified or at any other mutually agreeable location. FEMA will manage the centers and no element of the response package(s) will be deployed from the centers to local governments without consultation and approval from the state.
9. Upon request by the state, provide personnel to conduct a joint federal, state and local situation assessment promptly after a disaster or emergency has occurred.
10. Upon request by the state, advise and assist in the interpretation of the provisions of the Robert T. Stafford Act, and in the preparation of the Governor's request for a Presidential declaration of a major disaster or emergency.
11. In coordination with the state, determine appropriate location and time lines for establishment of the Disaster Field Office (DFO) and Disaster Application Center (DAC).
12. As requested by the State, provide technical assistance to the state in Donations Management.

B. The state agrees to:

1. Maintain 24-hour alert capability, including a point-of-contact or duty officer available at all times and provide FEMA Region IX with procedures for contacting state personnel.
2. Establish communications with FEMA Region IX during the monitoring phase of a potential disaster or emergency or immediately after a disaster or emergency occurs.
3. Implement the State's Emergency Operations Plan.
4. Provide workspace and equipment for the FEMA representative (s) deployed to the SOC and / or the REOC (s).
5. Deploy an OES Representative to the FEMA Region IX Operations Center (ROC) at the request of the FEMA Regional Operations

Director. This is to provide direct coordination between the REOC and the ROC.

6. Develop state operations procedures to work with the ERT-A
7. Participate in the joint federal/state/local situation assessment.
8. In coordination with FEMA, determine appropriate location and time lines for establishment of the Disaster Field Office (DFO) and Disaster Application Centers (DAC). Provide appropriate state personnel to co-staff the DFO and DACs with FEMA.

IV. FINANCIAL AGREEMENTS

All costs for assistance shall be in accordance with the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288), as amended, and consistent with the Presidential declaration and other specific terms in the federal/state agreement.

V. AMENDMENTS

This MOU may be modified or amended only with the written agreement of the signatories. All amendments shall be attached to the MOU. Either party upon 30 days written notice may terminate the MOU.

Signed by S. Mattingly
Director
Federal Emergency Management Agency
Region IX

October 18, 1994
Date

Signed by James L. Witt
Director
Federal Emergency Management Agency

December 13, 1994
Date

Signed by Richard Andrews
Director
Governor's Office of Emergency Services
State of California

January 23, 1995
Date

Power Outage Standard Operating Procedure

Purpose: to address specific actions of City departments during a power outage

It is likely that the City of San Jose will experience rolling blackouts, and possible that power outages from other causes may occur. All City departments have an obligation for the safety of their employees, and to the continuous provision of essential services to the community. The establishment of standard operating procedures will enhance the success of these efforts. At present the State intends to provide advance notice of outages over the Electronic Digital Information System (EDIS) that can be received at a personal computer. Advanced notification will also be carried on CLETS for Police Dispatch.

1. Fire Department
 - a. Fire Dispatch will
 - 1) Notify all Fire units in the outage area of the anticipated rolling blackout and its timing
 - 2) Manage initial response to fire alarms in the outage area
 - b. Fire Operations will
 - 1) Respond to people trapped in elevators based on the following priority
 - a) Reports of medical emergency in the elevator
 - b) Hospitals
 - c) Senior citizen residences
 - d) Other high rise buildings
 - 2) Provide emergency medical response to those medically dependent on electricity whose back-up power supply has failed
 - a) Provide immediate life sustainment
 - b) Transport to the hospital as directed by County Communications
 - 3) Each station will review all critical equipment to ensure that it will operate on alternative power
 - a) Flashlights and regularly rotated batteries in work and sleeping areas (dorms, kitchen, break area, rest rooms, equipment bays)
 - b) Fire detection/protection equipment not dependent on PG&E power
 - c) Telephone
 - d) Alternate charging capability for radios
 - 4) Each station will ensure that it has a plan for safe exiting during a power outage, in the event exiting is required
 - 5) Each station will check on fuel availability levels at fire station facilities, and request refueling from GS mobile reserve, if needed.
 - c. Fire Administration will
 - 1) Determine which fire stations are in blocks subject to rolling blackouts
 - 2) Prepare each station for safe operation during a blackout including:

- a) Fire Department Administration Point of Contact to receive rolling blackout pre-event announcements via EDIS during business hours, and ensure coordination with OES to get on the EDIS list
- b) Fire Dispatch orders to notify stations of impending rolling blackouts
- c) Standing orders to remove equipment from the bays when their block is announced for a rolling blackout
- 3) Fire PIO will support Field Operations, and coordinate with City PIO's as needed
- 4) Provide pre-event public education on fire safety during power outages using materials available from NFPA, PG&E or San Jose OES

2. Police Department

- a. Police Dispatch will
 - 1) Notify all beat patrol personnel in the outage area of the impending rolling blackout
 - 2) Notify all non-Block 50 police facilities of an impending blackout
 - 3) Manage burglar alarms in the outage area
- b. Police Field Operations will
 - 1) Implement the "Response to traffic signals in times of power outage or blackout" policy issued February 8, 2001.
 - 2). Heighten staffing for responding to calls regarding burglary or looting in outage areas
 - 3) Police PIO's will support Field Operations, and coordinate with PIO's as needed
- c. Police Administration will
 - 1) Determine which police facilities are outside of Block 50 (stables, community policing centers, facilities used by Police personnel outside of the Civic Center complex, for example) in advance
 - 2) Determine a Police Department Administration Point of Contact to receive rolling blackout pre-event announcements via EDIS during business hours, and ensure coordination with OES to get on the EDIS list
 - 3) Issue standing orders for Police Dispatch to notify non-Block 50 Police facilities of impending rolling blackouts
 - 4) Provide adequate flashlights and batteries for all non-Block 50 facilities
 - 5) Train staff on their responsibility to assist the public in leaving any police facility experiencing a rolling blackout
 - 6) Review all equipment in non-Block 50 facilities to ensure that it is not PG&E power dependent
 - Telephones
 - Alternate charging capability for radios
 - Flashlights and regularly rotated batteries in all work areas and rest rooms
 - Fire detection/protection equipment not dependent on PG&E power

- A plan for safe exiting during a power outage, in the event exiting is required

3. Department of Transportation

- a. Dispatch will
 - 1) Notify all field personnel in outage areas of impending rolling blackout
 - 2) Manage calls for streetlight and traffic signal outages as deferred calls until the power outage in that area is resolved
- b. DOT Field Operations will
 - 1) Support Police and Fire field response staff with barricades, delineators and other traffic devices, as needed
 - 2) Monitor sewage pumping station operation, including proper functioning of back-up power sources
 - 3) Coordinate with Emergency Public Information Officers to ensure timely notification of the public if sewage holding capacity is inadequate, or other public health related problems develop requiring community usage cutbacks
- c. DOT Administration will
 - 1) Ensure that field personnel have adequate equipment to operate safely in a rolling blackout area
 - Flashlights
 - Radios or cell phones that operate without PG&E power for recharge
 - Safety work lights for night operations that operate without PG&E power
 - 2) Ensure that there is a plan for notifying office staff in non-Block 50 facilities of impending blackouts, including placing signs on elevator doors notifying potential users of the rolling blackout timing
 - 3) Ensure that office staff in non-Block 50 areas have adequate equipment to operate safely in a rolling blackout area, including
 - Flashlights and regularly rotated batteries in appropriate work spaces (offices, break rooms, rest rooms)
 - Radios or cell phones that operate without PG&E power for recharge, or standard phone that does not require electricity to operate
 - Work lights for night operations that operate without PG&E power
 - Fire detection/protection equipment not dependent on PG&E power
 - A plan for safe exiting during a power outage, in the event exiting is required
 - 4) Ensure that employees in non-Block 50 facilities know the departmental response plan for rolling blackouts

4. Department of Environmental Services

- a. Department of Environmental Services operations will
 - 1) Manage the WPCP in accordance with federal guidelines based upon locally generated alternate power
 - 2) Monitor loss of electricity impacts on critical water pollution control facilities
 - 3) Coordinate with Emergency Public Information Officers to ensure timely notification of the public if sewage processing capacity is inadequate, and water usage needs to be cutback
- b. Department of Environmental Services Administration will
 - 1) Ensure that operations personnel have adequate equipment to operate safely in a rolling blackout area
 - Flashlights
 - Radios or cell phones that operate without PG&E power for recharge
 - Safety work lights for night operations that operate without PG&E power
 - Fire detection/protection equipment not dependent on PG&E power
 - A plan for safe exiting during a power outage, in the event exiting is required
 - 2) Ensure alternate power for critical laboratory functions
 - 3) Ensure that there is a plan for notifying office staff in non-Block 50 facilities of impending blackouts, including placing signs on elevator doors notifying potential users of the rolling blackout timing
 - 4) Ensure that safety equipment is maintained, including
 - Flashlights and regularly rotated batteries in appropriate work spaces (offices, break rooms, rest rooms)
 - Radios or cell phones that operate without PG&E power for recharge, or a standard phone that operates without electricity
 - Work lights for night operations that operate without PG&E power
 - Fire detection/protection equipment not dependent on PG&E power
 - A plan for safe exiting during a power outage, in the event exiting is required
 - 5) Ensure that employees in non-Block 50 facilities know the departmental response plan for rolling blackouts

5. Emergency Public Information Officers

- a. Emergency Public Information Officers will
 - 1) Be prepared to provide media releases regarding the impacts on City services of any power outages (e.g., closures of facilities, curtailment of sewage processing capacity)
 - 2) Be prepared to provide media releases on special services being provided to the community by the City to ameliorate power outage impacts (e.g., heat respite program)

- 3) Facilitate the preparation of on-camera experts for media interviews (e.g., ESD director re: WPCP, Fire Chief re: calls for services)
- 4) Facilitate the dissemination of public education materials on safety during a power outage (materials from PG&E, San Jose OES)
- 5) Develop a resource list for public information on the power outage: PG&E website, 24-hour phone contact numbers for the press at PG&E, 800 number for the public at PG&E
- 6) Ensure that PIO's with field responsibilities have adequate personal safety and support equipment appropriate to power outage situations (e.g., cell phone with non-PG&E power charger, flashlight, reflective safety vest)

6. City Call Center

- a. City Call Center will
 - 1) Be briefed on the power outage situation regularly by PIO's
 - 2) Be provided with the resource list for public information on the power outage: PG&E website, 24 hour phone contact numbers for the press at PG&E, 800 number for the public at PG&E
 - 3) Be provided with public information fliers related to personal safety during a power outage
- b. Call Center Administration will
 - 1) Ensure that staff knows that the Civic Center is in Block 50, so rolling blackouts will not occur
 - 2) Ensure that staff understands that outages from accidental causes are not preventable and may result in loss of power
 - 3) Ensure that Call Center staff members have appropriate safety equipment available
 - Flashlights and regularly rotated batteries
 - Radios or cell phones that operate without PG&E power for recharge
 - Safety lights for night operations that operate without PG&E power
 - Fire detection/protection equipment not dependent on PG&E power
 - A plan for safe exiting during a power outage, in the event exiting is required

7. Department of General Services

- a. General Services field staff will
 - 1) Support the logistic needs of Police, Fire and other field operations departments
 - 2) Plan for the continuous provision of garage, warehouse and other critical services during rolling blackouts through back-up power

- 3) Arrange for and maintain back-up power for other City departments, as requested
 - 4) Ensure that exit lighting and smoke detectors/fire alarms are in good working order in all city owned facilities
- b. General Services Administration will
- 1) Ensure that field personnel have adequate equipment to operate safely in a rolling blackout area
 - Flashlights
 - Radios or cell phones that operate without PG&E power for recharge
 - Safety work lights for night operations that operate without PG&E power
 - 2) Ensure that there is a plan for notifying office staff in non-Block 50 facilities of impending blackouts, including placing signs on elevator doors notifying potential users of the rolling blackout timing
 - 3) Ensure emergency equipment is maintained in department facilities, including
 - Flashlights and regularly rotated batteries in appropriate work spaces (offices, break rooms, rest rooms)
 - Radios or cell phones that operate without PG&E power for recharge, or a standard phone that does not require electricity
 - Safety lights for night operations that operate without PG&E power
 - Fire detection/protection equipment not dependent on PG&E power
 - A plan for safe exiting during a power outage, in the event exiting is required
 - 4) Ensure that employees in non-Block 50 facilities know the departmental response plan for rolling blackouts
 - 5) Ensure that emergency purchases can be made during power outages
8. City Departments that provide direct services to the public (PRNS, Library, etc.)
- a. Departmental administration will
- 1) Select a Department senior staff member to receive the EDIS messages regarding rolling blackouts, and provide this information to appropriate facilities. (Ensure coordination with OES to get this person on the EDIS list.)
 - 2) Ensure that public service personnel have adequate equipment to operate safely in a rolling blackout area
 - Flashlights
 - Radios or cell phones that operate without PG&E power for recharge, or a standard phone that does not require electricity
 - Safety lights for night operations that operate without PG&E power
 - Fire detection/protection equipment not dependent on PG&E power
 - A plan for safe exiting during a power outage, in the event exiting is required
 - 3) Ensure that there is a plan for notifying staff in non-Block 50 facilities of impending blackouts, including placing signs on elevator doors (and

- external doors of city owned facilities) notifying potential users of the rolling blackout timing
 - 4) Ensure that flashlights and regularly rotated batteries are maintained in appropriate work and public service spaces (offices, activity rooms, library stacks, break rooms, rest rooms)
 - 5) Ensure that employees know if they are in non-Block 50 facilities, and know the departmental response plan for rolling blackouts
- b. Departmental public service staff will
- 1) Develop a plan for the safe evacuation of patrons from the facility during a blackout, including pre-event notification
 - 2) Ensure that any safety issues are addressed in advance of the blackout (e.g., materials or equipment in walk ways, any impediments to the exits are removed)
 - 3) Ensure that the facility can be properly secured during the outage
 - 4) Ensure that keys, codes and other requirements for re-entry are provided to all appropriate staff members
 - 5) Ensure that custodial staffs (childcare, elder care, etc.) are prepared to address the psychological needs of the customers/clients
9. City departments that do not provide direct services to customers
- a. Departmental administration will
- 1) Determine which departmental facilities are not in Block 50, and are subject rolling blackouts
 - 2) Select a Departmental senior staff member to be the point of contact to receive the EDIS messages regarding rolling blackouts, and ensure that the staff member coordinates with OES to get on the EDIS mail list
 - 3) Select a management staff member in each non-Block 50 facility to be the point of contact in the event of a rolling blackout to be notified by the Department
 - 4) Ensure that personnel have adequate equipment to operate safely in a rolling blackout area
 - Flashlights and regularly rotated batteries in appropriate work spaces (e.g., offices, break rooms, rest rooms)
 - Radios or cell phones that operate without PG&E power for recharge, or a standard phone that operates without electricity
 - Safety lights for night operations that operate without PG&E power
 - Fire detection/protection equipment not dependent on PG&E power
 - A plan for safe exiting during a power outage, in the event exiting is required
 - 5) Ensure that there is a plan for notifying office staff in non-Block 50 facilities of impending blackouts, including placing signs on elevator doors notifying potential users of the rolling blackout timing
 - 6) Ensure that flashlights and regularly rotated batteries are maintained in appropriate workspaces (offices, break rooms, rest rooms)

- 7) Ensure that employees in non-Block 50 facilities know the departmental response plan for rolling blackouts.

**PROCEDURES FOR CITY STAFF
DURING POWER OUTAGES**

The City of San Jose owns and rents workspaces throughout the City. Because the Airport and the Civic Center are part of Block 50, rolling blackouts will not occur there. Other City facilities may be in Block 50 due to proximity to hospitals or other critical facilities. Many freestanding City facilities are likely to experience rolling blackouts during the power crisis. Department heads must evaluate the situation of each facility to determine the best policy for response during rolling blackouts, with the safety of the staff members and patrons as the deciding factor in management decisions. Practical ability to perform work without power is also a consideration.

PLANNING/PRE-EVENT STAGE:

1. Every department head shall ensure that there is Emergency Response Team (ERT) members or trained disaster coordinators in every department facility. Training for new team members is coordinated through the City Safety Officer, Human Resources Department.
2. Every department head shall designate one Department Senior Staff member, and one backup, as the points of contact for power outage information. These people will coordinate with OES to ensure that they receive EDIS notifications directly via internet, and that they receive e-mail from the Operational Area via OES confirming outage blocks.
3. The Department head will determine exactly how employees will be notified of impending power outages at each worksite. E-mail, phone, signal (whistle, siren) or other technique may be used. The choice will vary with location and available equipment. Do not use the fire alarm unless there is a fire. Be sure to inform employees in advance, and to test the system in advance of the first outage, if possible.
4. Every department head shall obtain from General Services a list of all department facilities with the power block number to facilitate responding to rolling power outage notifications. S/he shall ensure that the designated points of contact have this information, that all supervisory employees have this information, and that the ERT members have the block number for their individual facility.
5. Every department head shall review the anticipated power outage impacts on their department work. Each shall consider the provision of alternate power supplies for critical activities, so that they may continue uninterrupted during rolling blackouts. Departments shall coordinate with General Services to arrange for the rental or acquisition of appropriate generators and fuel, batteries and chargers, UPS, or other such equipment. All Fire Code and other safety precautions shall be strictly observed.

6. Every department head shall determine which employees may safely continue their work during a rolling power outage, and which employees should be evacuated to a different location during a rolling blackout. Remember that traffic may be adversely affected by power outages that result in traffic signal outages. Employees shall be notified in advance of the anticipated response to a rolling blackout.
 - a. Safety is the first consideration. Any staff members that cannot safely remain in their location without power should be evacuated while power is still available. Those in high-rise buildings should be evacuated because neither elevators nor restrooms will function, and alarm systems may not function. Those working in environments with hazardous materials or doing dangerous tasks should stop their work, ensure that all processes are in a safe mode, and leave the facility until power is restored.
 - b. Lighting is an important element of safe operations. Any areas of a building that will be without adequate lighting for safe occupancy should be evacuated before the power goes out. Examples would include library stacks, interior rooms such as copy rooms and conference rooms, rooms without windows, and other areas without natural light sources.
 - c. Practical ability to continue to accomplish work without power is a second consideration. Staff members whose only tasks involve the use of electricity powered equipment will have to be either reassigned to different work areas that have power, or cease work during rolling blackouts. In advance supervisors should determine if other useful work could be assigned during a rolling blackout, and ensure that items needed for these tasks are kept on hand. In any case, inadequate lighting will require the cessation of work and evacuation of staff.
 - d. Determine where employees should relocate to continue working. Consider the length of time of the outage to determine if this is cost-effective, as travel time between work locations will add to the down time. If the outage is widespread and traffic signals are affected, travel conditions may militate against relocating employees. Ensure that every employee has information on the exact location in advance, and that they know what materials they will need to continue their work. Be sure to account for each employee who is directed to another work place both at their time of departure from their normal work location, and their time of arrival at the new work location. Repeat when they leave the temporary site and return to their normal work site. The City may have liability for their safety during the relocation process.
 - e. Determine whether employees should evacuate during the outage. Be sure to account for each employee who is evacuated, and obtain an estimated destination for that employee during the evacuation and work cessation.
 - f. Work with the City Attorney for possible reimbursement for lost time costs to the City, either from a responsible party or from business interruption insurance.
 - g. Consider the work of field personnel, and determine whether a power outage in their fieldwork area would require them to stop work as a safety precaution or as a practical matter.
 - h. Try to arrange the scheduling of work so that work product is not lost when the power is turned off. Arrange to shut off production equipment and electronics at least a few minutes in advance of the scheduled power outage.

NOTIFICATION STAGE:

CAISO has stated that it will provide 1/2-hour notice via EDIS of planned rolling blackouts. This information will lead to an actual outage about 50% of the time. When PG&E announces the blocks that have been staged, the Operational Area OES forwards this information to the cities. Department points of contact will receive information from City OES forwarded from information provided by the Operational Area, and shall ensure that supervisors:

1. Notify any employee covered by ADA of the anticipated loss of power, and initiate appropriate response to ensure the person's safety:
 - a. In an elevator service building, all mobility impaired and visually impaired staff members shall be escorted to a safe waiting area on the first floor of the building with unimpeded exiting capability by an ERT member
 - b. In a single story building, all mobility impaired and visually impaired staff members shall be escorted to a waiting area with unimpeded exiting capability by an ERT member
2. Notify patrons that services to the public will be curtailed during the announced rolling blackout period
 - a. Request any patrons covered by ADA to complete their business expeditiously, or return after the blackout, and ensure that they reach a building exit before power is lost. This is especially important in elevator service buildings.
 - b. ERT members shall post the exterior doors of buildings occupied by City staff members with placards indicating the service curtailment anticipated during the announced power outage.
 - c. ERT members shall post signs near the elevator doors on the floors occupied by the City, and in the lobby, announcing the anticipated rolling blackout, and reminding people that the elevators will not function. Signs should also indicate applicable City service curtailment information.

ROLLING BLACKOUT STAGE:

Department points of contact will receive the EDIS message confirming the scheduled power blackout, and the notice of specific blocks from PG&E received through the Operational Area. Department points of contact will execute the power outage plan of their department. Employee notifications will proceed using the techniques predetermined in the planning period. Safety will be the first consideration in implementing the power outage plan.

ERT members will ensure the safe evacuation of persons covered by ADA, and any others needing assistance. They will monitor the outage, and notify the Department point of contact of restoration of power. A single incandescent light should be left on during the blackout to signal power restoration.

RESTORATION:

Power will not come on in all locations within a block simultaneously. Do not power up sensitive equipment (electronics, etc.) immediately, as there may be power surges. Ensure that all sensitive equipment is attached to a surge protector of appropriate size for the power drawn. Use caution in switching from alternate power back to PG&E power. Follow all safety codes and precautions.

1. Alternate power sources may be rotated among facilities based on the next outage blocks if such rotation is cost-beneficial.
2. Department heads shall ensure that all evacuated employees are accounted for once business is resumed. The Department Head shall immediately report to Risk Management any injuries, accidents, or other negative event related to the movement of personnel in the power outage. All appropriate and required documentation will be developed for each such event.
3. Each supervisor is responsible for appropriate time keeping during the power outage, ensuring that regular hours worked are counted correctly, based on Department policy. The Department Head shall maintain an accurate record of hours of work lost, together with direct and indirect costs to the City, in the event of the ability to collect damages or insurance settlements.

Department points of contact shall continue to carefully monitor the EDIS messages related to power outages. As there are only 14 power blocks, and several are generally used in every rolling blackout, it is possible that the same block could go out several times each month.



Jan. 17, 2001

CONSUMER ALERT

What if your power goes out? Important reminders from Pacific Bell

With rolling blackouts now affecting California, some consumers may need to take a few precautions to make sure they do not lose telephone service.

Pacific Bell's telecommunications network remains fully operational during the rolling blackouts that California is now experiencing. Even if a Pacific Bell central office is hit by a blackout and loses commercial power, the phone network will continue to operate. That's because Pacific Bell's network has been designed and engineered with dependable back up power sources to ensure network reliability. The network is constantly monitored 24 hours a day.

There remains the possibility that customers lose phone service if they are using equipment depending on electricity. So Pacific Bell wants to be sure that its customers have emergency preparedness strategies and alternatives in place so they continue to receive calls and messages when there is no electrical power. Here are some reminders:

- **Make sure you have at least one telephone in your home and office that does not use an electrical outlet.** Cordless phones, while convenient, don't work in power outages. So customers should always have on hand a regular non-electrically powered telephone that can quickly plug into a telephone jack.
- **Don't count on answering machines during an outage.** Answering machines, and the telephones attached to them, depend on electricity and will not operate during a blackout. Pacific Bell Voice Mail for businesses, and The Message Center, Pacific Bell's residential voicemail, will be fully operational. You can continue to get calls and retrieve messages, and you can leave messages for others. Voicemail with pager notification has the capability to automatically notify you of each incoming call.
- **If you want to leave your home or office because of a blackout, use call forwarding to transfer calls to another location or PCS phone.**
- **Make sure you have a charged backup battery for your PCS phone.**

Businesses served by Pacific Bell Centrex will not lose telephone service in a blackout because the power is being supplied from the Pacific Bell central office. Customers using PBX equipment will suffer a loss of dial tone unless their systems are

equipped with backup capability. Businesses using PBX equipment should have backup plans for the rolling blackouts. This may include installation of Centrex for backup reliability.

Pacific Bell Internet supplies its own power, so during a blackout customers could continue with Internet access as long as they have battery power, or some other means, to supply power to their computers. Customers' Web sites will continue to be available.

DSL remains available, as long as computers have their own power source.

While Pacific Bell's redundant network will continue to process phone calls, it is possible other facilities could be temporarily affected by a blackout. Systems are in place so that calls to a facility such as a customer service center could be quickly re-routed to a separate center, with little impact on customers.

Media contact: Heather Alexander (916) 492-5303

Blocks, Groups And Rolling Blackouts

I have received a number of calls regarding “blocks, groups and rolling blackouts” from members, government, and the public. From watching and reading the media it appear the stories and explanations have not been clear enough to explain these topics. I'm going to try to explain these concepts in more simple terms. Hopefully this explanation will make it a bit easier to understand.

Electricity and Power

Electricity is a commodity that for most practical purposes can't be stored. It has to be produced and consumed in 'real time'. For our system to work, Supply has to equal Demand. If we do not maintain this relationship, system frequency, which in this country is standardized at 60 Hz (hertz), will deviate from 60 Hz. Too much supply will result in an increase in system frequency and not enough will result in a decrease in system frequency. We try to maintain system frequency at 60.000 over a 24-hour period. Operating the system outside of small variations from 60 Hz can result in equipment damage at the customer as well as the utility end.

Often times when we refer to electricity we don't differentiate between power and energy. Power is typically expressed as megawatts (MW) or kilowatts (kw) and energy as megawatt-hours (MWH) or kilowatt-hours (kwh). A kilowatt-hour is simply one kilowatt of power over an hour's period of time and a megawatt-hour is similarly a megawatt over an hour's period of time. Generation and load or supply and demand is also often expressed in terms of kw or MWs.

Reserve margin and Electrical Emergency Declaration

You may have heard the term 'reserve' used regarding the electric system. In simple terms this is the amount of power that has to be available in order to meet the expected load. An analogy will help to illustrate this concept: while driving down the road at 70 mph you have depressed the accelerator in your car 50%-this is analogous to load; yet your car is capable of going 95 mph by depressing the accelerator 100%. The difference between the two is the 'reserve margin' that you hear so much about in relation to system emergency status. Typically the CAISO tries to maintain a 7% level of reserves in excess of the load. When the reserve margin falls or is expected to fall below 7% a Stage 1 Electrical Emergency is declared; a Stage 2 Electrical Emergency is declared when reserves fall or are expected to fall below 5% and a Stage 3 Electrical Emergency is declared when reserves fall or are expected to fall below 1.5%. Each of these stages triggers an increasingly rigorous level of activity ranging from a request to the General Public for voluntary conservation (Stage 1), shedding of interruptible customer load (certain customers that have signed up for lower rates in exchange for being interrupted) (Stage 2) up to involuntary rolling blackouts (Stage 3) for firm load (most customers).

The CAISO

At this point it is probably useful to take a few minutes to talk about the CAISO. Prior to deregulation, the electric industry was vertically integrated, i.e. the utility that provided service to a particular area was responsible for everything: generation, transmission, distribution and customer service. The utility was responsible for (its) system reliability. After deregulation and the creation of two new entities, the CAISO and the Power Exchange (PX), utilities were only responsible for distribution and customer service. Utilities were also required to purchase its energy (MWh) and capacity (MW) needs through the PX. Since the CAISO is responsible for system reliability, it acts as the purchaser of last resort and. The PX was supposed to function like a commodities market between the generators and the utilities and the CAISO assumed responsibility for system reliability and directing the operation of the Transmission System (ownership and operation of the transmission system remains with its original owners-the utilities). Note that Munis were not subject to the deregulation bill.

In operating the system, the CAISO makes projections of system load and accepts from Scheduling Coordinators balanced schedules (i.e., generation resources balanced with load consumption). In the event during real-time, that the actual load varies from what was scheduled, the CAISO determines the amount of "Balancing Energy" needs that exist. The CAISO fills these "Balancing Energy" requirements from energy that is offered through the PX market as "Supplemental Energy" or as energy that is associated with some Ancillary Service (i.e., Spinning or Regulation Reserve).

If insufficient energy is available then the CAISO, as the "buyer/provider of last resort", will purchase energy outside of the PX market process, to try to fill the gap between available scheduled energy supply and electrical demand (plus operating reserve margins). When reserves drop or are expected to drop below 1.5% (Stage 3 level) and insufficient capacity is available, the CAISO will issue a curtailment (for firm load) order to utilities to balance supply with demand. This curtailment order may impact different utilities differently. Some of the factors involved are availability of power (north, south), ability to move power through the intertie(s) and through some congested transmission corridors (such as Path 15, in the middle of the state). There may be other additional relevant local factors that apply.

Groups, Blocks and Blackouts

Once the CAISO has made a determination that it is necessary to curtail firm load, the curtailment is allocated to the utilities. It then becomes the utility's responsibility to implement the curtailment order. Let's look at a hypothetical case where the CAISO has made a determination that will require a total curtailment of 900 MW for 3 hours starting at 11:00AM. (Note that the numbers I have picked are arbitrary and have been chosen to illustrate a principle). Based on some of the factors discussed above, PG&E might be assigned 500 MW, SCE 300 MW and SDGE 100 MW curtailment responsibility for the duration of the order. (Although Munis are not generally participants in the CAISO, they may, as in the case of SMUD, be subject to CAISO action, such as curtailment orders, through existing contractual obligations).

The utilities are then responsible for effecting this load reduction by "turning off" (i.e. blackout) certain groups or blocks of customers the sum of whose load adds up to the utility's curtailment responsibility. Note that in California we have blackouts (power on/off); in locations outside California "brownouts" may be allowed to occur. Brownouts involve permitting the voltage to deteriorate up to a certain point instead of shedding (turning off) load.

For managing their rolling blackout programs, utilities combine groups of customers into approximately 100 MW (this can vary significantly from utility to utility) blocks. These groups of customers are referred to by different names depending on the utility: PG&E and SMUD call them "Blocks" and SCE calls them "Groups". The amount of time that it is planned that these customers would be turned off would typically be 1 hour, but that can also vary. Customer Blocks or Groups would be cycled off/on by the utility for the duration of the curtailment order to meet its curtailment obligation. Cycling these groups on/off is generally done in sequential order. A block that comes up on the rotation scheme would not be cycled again until it the utility has gone full circle on the list and its Block/Group number comes up again

So back to our example, in the case where PG&E would be required to curtail 500 MW, they would typically select 5 blocks of approximately 100 MW each and each block would be blacked out for one hour. At the end of that first hour they would be restored to service and the next set of 5 blocks would be turned off. Generally, there is some overlap in time between sets of blocks.

So what are the "protected" classes from rolling blackouts?

In a 1980 Decision, the CPUC established a priority scheme for Rotating Outages (see <http://cueainc.com/members/Documents/MM0091.htm>). This decision is applicable to Investor Owned Utilities (IOU) but not to municipal utilities (Munis). Under this system, certain end-uses were exempt from the rotating outage process. Not included in the exemption from rotating outages are those facilities that have adequate back-up generation (see <http://www.cueainc.com/members/Documents/generatorexemption.htm>). For example, a police station having adequate back-up generation would not be exempted from the rotating outage scheme while a similar police station without adequate back-up generation would be exempt from rotating outages. In many cases, facilities are required by other applicable rules, regulations (such as building codes, use permits, etc.) to install adequate backup.

Customers are typically surveyed by the utility when the service is initially started for the customer and periodically thereafter. Part of the information that is collected is the end-use (this is how they determine whether or not the facility qualifies under the exemption for rotating outage. They also collect information regarding customer's ability to provide its own back up. It is important to note that if this information is not correct or has changed over time, the facility might be incorrectly classified. For this reason, the customer needs to make sure that the utility has been provided the correct information. Customers need to work through the utility's commercial marketing organization or their utility assigned account representative to provide the utility with this information.

Based on the information gleaned from the survey, the utility aggregates circuits serving customers into Groups or Blocks typically adding up to about 100 MW. Each Group/Block is given an identifier and a sequential list of Groups/Blocks is established. When the utility receives a curtailment order from the CAISO, it will work down this list, and back again to the beginning once it gets to the end. It should be noted that each city will have many distribution circuits and that utility Groups/Blocks generally consist of distribution circuits that are not necessarily adjacent to each other.

As an example Block 5 for one of these utilities might have circuits A1, B2, C3, D4 in cities A, B, C, D; Block 6 has circuits A1, D2, F3, Q3 in cities A, D, F and Q. These cities could be close together or hundreds of miles apart. It is conceivable then, that if you and your neighbor are on different blocks, that your power could go off and his stay on and at a later time the reverse to take place.

I should explain that exempting one customer on a circuit from rotating outages has the impact of exempting everybody else on the circuit. As a result, a utility might have as much as 40% of its load "excluded" from rotating outages. Utilities do not have the ability to individually turn on/off customers by remote control; they can only do so for circuits. Each utility has different ability of "remotely" turning off customers and in fact, may have to rely on manually turning off the circuits. You can appreciate the burden that this places on the utility as it tries to comply with the curtailment order and the imposition on non-exempted customers as a result of being rotated more often than they might otherwise be, often under some very stringent time constraints.

We've covered in this document some concepts regarding electricity, the role of the CAISO, Groups/Blocks and rotating blackouts. I hope that this information has helped to clarify some of the confusion.

Please call me at 916-464-3229 or e-mail me at al_Garcia@oes.ca.gov if you have any questions.

Al Garcia

ANNEX T

TERRORISM AND HOMELAND SECURITY

Annex T
TERRORISM AND HOMELAND SECURITY

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**CITY OF SAN JOSE
TERRORISM and HOMELAND SECURITY
STANDARD OPERATING PROCEDURE**

**PART I
INTRODUCTION**

A. BACKGROUND

In 1995 a cult released Sarin in the Tokyo subway system to prevent the Tokyo Metropolitan Police from investigating several previous crimes by the cult. One month later Timothy McVeigh used ANFO to create a truck bomb that destroyed the Murrah Federal Office Building in Oklahoma City. Although terrorism response had previously been considered a military responsibility, these two events demonstrated that the first responders of the attacked community were the people whose skills and equipment actually saved lives. For example, all the people saved alive in Oklahoma City were saved by local responders before any outside assistance arrived.

These two events demonstrated that specialized skills are needed to effectively save victims of weapons of mass destruction (WMD) attacks, while also protecting the lives of the first responders. American cities did not have appropriately trained and equipped personnel to work in WMD environments.

In 1997, the Federal government introduced the Domestic Preparedness Program to the twenty-five (25) largest cities in the United States, and Honolulu and Anchorage because of their isolation. This program provided assistance to the nation's largest cities to prepare for the possibility of terrorist attacks. Six Federal agencies were assigned to assist the communities develop the ability to effectively respond to the possibility of terrorist attacks using nuclear, biological or chemical weapons for social or political purposes. Three federal departments were designated "crisis management" partners. The Department of Defense was assigned to provide training, and they left behind \$300,000 worth of training support equipment. The Department of Health and Human Services provided a project officer to assist with the development of a local terrorism response plan; funding for equipment, supplies and pharmaceuticals for the field level response Metropolitan Medical Task Force; and exercises of the chemical and biological plans. The Department of Justice provided an FBI special agent to assist with the development of the law enforcement elements of the terrorism response plan, and offered two competitive grants for police equipment. The three "consequence management" organizations were FEMA, EPA and DOE. FEMA would activate the Federal Response Plan and provide 75% of the emergency response costs. EPA would evaluate the environmental hazards and advise on personal protective equipment if the attack were biological or chemical. DOE would evaluate hazards and advise on personal protective equipment for radiological or nuclear events.

San Jose was the first city to complete an Incident Command System (ICS) compliant written terrorism response plan. It was also the first city to complete the Department of Defense exercise program.

B. PURPOSE

This plan has been developed to provide the basis for government agencies, non-governmental organizations and the private sector to coordinate during terrorism events in San Jose to save lives, protect property and engender recovery. The Federal government defines a terrorist act as, "A violent act, or an act dangerous to human life, in violation of the criminal laws of the United States, or any State, to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives." This plan addresses the roles of the Emergency Operations Center staff, and the relationships with the field forces and the community in a WMD event.

C. SCOPE

This plan addresses terrorist attacks based on chemical, biological, radiological, nuclear or explosive weapons. It addresses those elements of the emergency organization that would have specific emphasis during a terrorist event.

This plan is intended as a guide; it can be modified, as necessary, to cope with unforeseen conditions and events.

D. CONCEPT OF OPERATIONS

The terrorism response of the City of San Jose will comply with ICS and SEMS, and with NIMS when implemented.

A terrorist incident is both a community disaster and a crime scene. The normal multi-hazard functional plan addresses many elements of the community disaster response. The crime scene issues must be addressed by a combination of law enforcement resources and cooperation by other field forces, including fire, environmental services, transportation, and public health.

TERRORISM AND HOMELAND SECURITY RESPONSE STANDARD OPERATING PROCEDURE

PART II

A. MANAGING TERRORISM RESPONSE OPERATIONS

The commencement of terrorism response operations may be based on a threat or an actual event. It may be based on an increase in the national terror alert level (Orange or Red for the location), or notifications from the Joint Terrorism Task Force, the Federal Bureau of Investigation, the State Office of Emergency Services or other credible source. The principal emergency functions needed are Management, Emergency Public Information, Operations Chief, Communications, Fire & Rescue, Law Enforcement & Traffic Control, Care & Shelter, Construction & Engineering, Planning (Damage Assessment, Situation Analysis, and Recovery), and Logistics (Procurement). These functions are described as they relate to terrorism response to actual event or threatened event. Figure 1 lists the responsible and supporting elements of government, non-governmental organizations and the private sector and shows their relationships to the terrorist response-related emergency response functions.

Material following Figure 1 describes each of the functions as they relate to a terrorism emergency. These sections also provide a structure for organizing attachments, as needed. SOPs and attachments have been prepared and are maintained by the responsible and supporting departments.

Figure 1

PRIMARY & SUPPORTING AGENCIES	TERRORISM RESPONSE FUNCTIONS										
	Management Section Chief	Emergency Public Info	Terrorist Advisory	Fire/Rescue	Operation Chief	Law Enforcement - Traffic Control	Care & Shelter	Construction Engineering	Planning Intelligence	Logistics	IT/Telecomm
P = Primary S = Supporting											
City Manager	P	P	S								
Airport		S	S				S		S		
Convention Arts and Entertainment		S					S				
Employee Services							S			S	
Environmental Services		S						S	S	S	
Fire		S	S	P	P			S	S	S	S
General Services							S			P	S
Information Technology										S	P
Parks, Recreation and Neighborhood Services		S					P				
Planning, Building and Code Enforcement							S	S	P		S
Police		S	P	S	S	P			S	S	S
Public Works				S		S		P	S		S
Transportation			S	S		S		S	S	S	S
American Red Cross							S				
News Media		S	S								
RACES			S						S	S	S
Private Sector								S			
San Jose Prepared!			S	S			S		S		
San Jose Search & Rescue				S					S		
Santa Clara County Health Department							S		S		
School Districts							S				

1. Management

a. Purpose

The City Manager is the Management Section Chief/Director of Emergency Services (MSC) and, as such, controls and directs the efforts of the emergency organization. The Management Section Chief oversees all work in the Emergency Operations Center and performs all standard SEMS responsibilities.

b. Organization

The emergency organization will be mobilized as necessary to respond to the threat of terrorist attack or terrorism emergency. Departmental Standard Operating Procedures (SOPs) for terrorist events will be followed, including the San Jose Metropolitan Medical Task Force plans.

2. Emergency Public Information

a. Purpose

The purpose of the Emergency Public Information function is to ensure community awareness of imminent terrorist threats, personal protective measures, and recovery procedures by providing official news releases to the news media and via direct communication to the public, under the direction of the Assistant City Manager.

b. Organization - Responsible and Supporting Agencies

Responsible Agency: City Manager's Office

Supporting Agencies: Police Department
Fire Department
Parks, Recreation & Neighborhood Services
Conventions, Arts & Entertainment
Environmental Services
Airport
News Media

c. Operational Phases and Plan Activation

1) Preparedness Phase Actions

The Public Information Officer (PIO) will develop or revise sample text for news releases and for alert, evacuation and shelter-in-place leaflets. Leaflets should be in appropriate community languages. The PIO should be prepared to disseminate to San Jose residents literature on how to prepare for an

imminent terrorist attack, including sheltering in place. The PIO will revise the listing of news media contacts and state and federal counterparts, as appropriate.

The Personnel Branch of the Logistics Section will develop lists of bilingual City personnel available to assist in translating news releases, and public education leaflets, and in staffing phone lines and assistance centers.

The Police Department Intelligence Unit will provide periodic status reports to the Chief of Police who will coordinate release of appropriate information with the PIO.

2) Increased Readiness Phase Actions

When the MSC designates a state of local increased readiness, the PIO will provide news media with releases advising them of conditions as they change.

The PIO will work with broadcasters to provide public information through the emergency alert system, and normal newscasts and programming.

The PIO will coordinate with 277-4000 to provide information to the public and will prepare messages for dissemination. The PIO will publicize the telephone number.

The appropriate bilingual City staff will translate and record the PIO's messages to provide pertinent information to the public via 277-HELP. The PIO will publicize the telephone number.

3) Terrorism Emergency Phase Actions

The PIO will keep the public informed of developing conditions and of prudent actions to take via the news media and 277-HELP messages.

The PIO will utilize the full capabilities of the news media to the maximum extent appropriate for broadcasting timely terrorism response advisories, and calming messages to the public.

4) Recovery Phase Actions

The PIO will inform the public of Disaster Assistance Centers (DACs) and other available recovery assistance by news releases, interviews with officials, and 277-HELP recordings or operators. The PIO will provide the media and public with all necessary follow-up information related to personal protective measures, medical care, damage assessments (public and private) and to returning the community to pre-disaster conditions. The PIO will

coordinate with state and federal counterparts. Once a Joint Information Center (JIC) is opened all information regarding the investigation will come from the JIC. Community care information will continue to come from the City EOC.

3. Terrorism Advisories

a. Purpose

The purpose of the terrorism advisory function is to provide timely information to the community regarding potential timeframes for potential impacts.

b. Organization - Responsible and Supporting Agencies

Responsible Agency: Police Intelligence

Supporting Agencies: City Manager
Police Department
Fire Department
Airport
Department of Transportation
Neighborhood Associations
RACES
San Jose Prepared!
News Media

c. Operational Phases and Plan Activation

The Assistant MSC is in charge of all messages released to the public and the media, and as such must approve all warning notices and press releases.

The Police and Fire Chiefs are responsible for neighborhood notification, based on direction of the MSC, and information provided by the FBI, State Warning Center or other reliable sources.

Upon receiving advisory messages, neighborhood associations and mobile home park managers will then execute any community warning plans.

The Emergency Public Information Officer PIO is responsible for communicating city-specific terrorism related news releases to the news media.

1) Preparedness Phase Actions

The Office of Emergency Services revises City key personnel alerting lists on an ongoing basis.

Police and Fire Departments and the Office of Emergency Services regularly reviews intelligence shared with them by State and Federal authorities.

2) Increased Readiness Phase Actions

The PIO will assure that the PIO Branch is prepared to issue terrorism-related media releases and community advisories.

3) Emergency Phase Actions

The DES may declare a State of Local Emergency due to imminent attack or threatened attack, or after an attack. The City Manager/DES will keep the Mayor and City Council informed of significant actions taken.

The Police Chief will establish the geographical scope for terrorism advisories based on information obtained from the FBI, State Warning Center or other government source. The PIO will manage and coordinate its issuance. The Police Chief will request appropriate supporting agencies. The Assistant City Manager will approve press releases, handbills, 277-HELP messages, and official statements prepared by the PIO.

The Police Communications Supervisor will, as directed, notify and/or call back City staff.

The PIO will provide written advisories in the format directed and approved by the Assistant City Manager. The E will set up media conferences as directed. The PIO will prepare for approval media releases, handbills, 277-HELP messages in appropriate languages. The E will publicize the 277-HELP activation. At the direction of the Assistant City Manager, the E will use all appropriate media contact points to enhance community awareness of potential terrorism event impacts.

The Police Department will direct and coordinate field-warning activities when directed by the MSC or in support of an evacuation order. The Police Department will provide warning by vehicle-mounted public address speakers or sirens, as possible. The Fire Department (including Fire Explorers and San Jose SAR volunteers) will provide support to Police field-warning activities, if personnel are available. San Jose *Prepared!* will provide support to Police field-warning activities in the neighborhoods where teams are available.

Neighborhood associations and mobile home park managers who have agreed to coordinate in providing community emergency advisories, after notification, may issue terrorism warnings as described in their plans.

The Police Department will keep the Assistant City Manager apprised of any problems in promulgating terrorism advisories as they arise and inform him/her immediately when assigned tasks are completed. The Assistant City Manager will keep the MSC informed (periodically or as directed) of the status of community advisory operations.

The MSC will inform the State OES, Coastal Region (via the Operational Area), of the situation/status during EOC activations.

B. OPERATIONS SECTION

1. Operations Chief

a. Purpose

The role of the Operations Chief is to provide centralized control and coordination of emergency operations.

b. Organization

The Fire Chief is the Operations Chief. The Emergency Operations Center will be staffed in accordance with the City Emergency Operations Plan.

c. Operational Phases and Plan Activation

The four operational phases are Preparedness Phase, Increased Readiness Phase, Flood Emergency Phase, and Recovery Phase.

1) Preparedness Phase. This phase includes "readiness actions" such as reviewing plans, revising alert lists, and checking equipment and supplies. This phase also includes starting to collect up-to-date situation appraisal and reporting of evolving conditions with the Joint Terrorism Task Force.

2) Increased Readiness Phase. Actions to be taken as the probability of terrorist event appears likely to the City Manager/Director of Emergency Services (DES):

a) Increased Readiness Phase Actions

The Increased Readiness Phase is designated by the City Manager/DES. S/he may establish a state of local increased readiness based on recommendation of the Police Department Intelligence staff.

Once the City Manager/DES establishes a state of local increased readiness, all City emergency functions will begin executing the Increased Readiness Phase actions of their plans.

The Director of Emergency Preparedness (DEP) will inform the State of California OES, Coastal Region, via the Operational Area, when an Increased Readiness Phase (or any other phase) has begun. The DEP will ready the EOC for rapid activation.

b) Stepping Up the Level of Increased Readiness

The City Manager/DES may step up the level of readiness when the Police Chief advises him/her of a high likelihood of terrorist attack, or when the City Manager/DES has other reasons to develop a higher degree of readiness. This step-up in readiness may include activating and staffing the EOC and accelerating increased readiness actions.

c) Spontaneous and Voluntary Evacuation

If spontaneous evacuation occurs, the City Manager/DES may provide support by City-directed resources.

The City Manager/DES has the option to advise voluntary evacuation of an area near a known threat/target. Residents of the area shall be given support by City-directed resources.

3) Emergency Phase. Actions taken during the Emergency.

a) Emergency Phase Actions

The Emergency Phase is designated by the City Manager/DES.

The City Manager/DES may direct the Police Chief to issue a voluntary evacuation advisory, or order the evacuation of an area that is, or is expected to become, a life or health hazard through direct effects or indirect effects (such as loss of vital utilities) of a terrorist attack. This type of area is defined as an "evacuation area."

b) Evacuation of Residents

The City Manager/DES shall direct the Chief of Police to order an evacuation only after declaring a State of Local Emergency due to terrorist event. The authority for ordering an evacuation is in Government Code 38791 (See Attachment 1).

Once the City Manager/DES declares a State of Local Emergency, all directors of departments with emergency functions will begin executing the Emergency Phase Actions of their plans.

4) Recovery Phase. Actions to be taken following the emergency.

- a) All City department directors and chiefs will prepare after-action reports for the City Manager/DES.
- b) Individual disaster recovery assistance may be offered by the Federal Emergency Management Agency (FEMA). This may include Disaster Application Centers (DACs) established by the Federal Emergency Management Agency (FEMA) and the State of California OES to assist residents with recovery activities. The City of San Jose will provide logistical support to the DACs. The type and degree of City staffing and support will depend upon the needs of the citizens and the direction of FEMA and State OES.
- c) At the termination of the local emergency, the DES will appoint a designated representative for Public Assistance and a designated representative for Individual Assistance.
- d) Within 10 days all department directors will provide material for FEMA Schedule B claims to the City's designated representative for Public Assistance.
- e) All departments will continue all actions needed to return the community to pre-disaster functioning.
- f) All departments will cooperate with the designated representative for Public Assistance to assure that all City claims are properly filed to maximize reimbursement from FEMA and State OES.
- g) DEP will support FEMA and State OES in opening Disaster Application Centers (DACs), if needed, or work with the E and news media to publicize alternate methods of getting help through the Individual Assistance programs.

2. Fire and Rescue

a. Purpose

The purpose of the Fire and Rescue function is to provide event size-up, recognition of the potential for the event being a chemical, biological, radiological, nuclear or explosive event caused by a terrorist group, rescue, and immediate field level medical care to persons who are victims of a terrorist attack. The Fire Department is responsible for establishing a hot zone/ warm zone/cold zone, and for advising on appropriate PPE for all personnel.

b. Organization - Responsible and Supporting Agencies

Responsible Agency: Fire Department

Supporting Agencies: Police Department
Department of Public Works
Department of Transportation
San Jose *Prepared!*
San Jose Search & Rescue (SAR)

c. Operational Phases and Plan Activation

1) Preparedness Phase Actions

The Fire Department inventories terrorist response equipment as a matter of routine activity. Resource lists of PPE, antidotes, detectors and specialized medical supplies will be checked and revised as necessary.

2) Increased Readiness Phase

The Fire Department will mobilize terrorism response equipment as appropriate. The Fire Department maintains a confidential list of terrorist response equipment.

3) Emergency Phase Actions

The Fire Department will provide recognition, PPE advisories, zone management, rescue and field level medical treatment to persons in a terrorist attack area to the maximum extent possible, considering personnel safety. The Fire Department will utilize supporting agencies, as appropriate.

The Public Works Department and Transportation Department will provide available engineering support as necessary and will call upon the private sector when applicable.

San Jose *Prepared!* members will respond within their own neighborhoods to provide assistance to neighbors, including calming and psychological defusing.

3. Law Enforcement, Force Protection and Traffic Control (evacuation)

a. Purpose

The purpose of the Law Enforcement, Force Protection and Traffic Control function is to provide event-related crowd control, scene control, evidence protection, force protection and traffic control, evacuation operations, and to maintain law and order during operations. Their work will be coordinated with the FBI, the County Medical Examiner/Coroner, the County Public Health Laboratory, local hospitals, and mutual aid partners, as appropriate.

b. Organization - Responsible and Supporting Agencies

Responsible Agency: Police Department

Supporting Agencies: Department of Transportation
Public Works Department

c. Operational Phases and Plan Activation

1) Preparedness Phase Actions

The Police Department will review its terrorism standard operating procedures; including evacuation routes and traffic control points, and evidence protection protocols, and revise them as necessary. The Police Mobile Command Post and mobile radio station/DUI vehicle should be inspected for readiness.

2) Increased Readiness Phase Actions

The Police Department will prepare to activate the terrorism response SOPs.

3) Emergency Phase Actions

The Police Chief is responsible for all evacuation functions. In the event evacuation operations are required, s/he reports directly to the Operations Chief. The Operations Chief will keep the E and Situation Analysis staff informed of street closures and traffic routings.

The Police Department, coordinating with Transportation for personnel and barricades, will activate the Traffic Control Plan as established for the event.

The Police Department will allow no unauthorized persons to enter or return to a sealed off area without permission of the Police field commander

The Police Department will establish a Mobile Command Post as close to the disaster area as prudent, or as directed by the Operations Chief.

At the order of the Police Chief, the Logistics Section Chief will arrange evacuee transportation by bus from Assembly Points to Congregate Care Centers coordinating with the Santa Clara Valley Transportation Authority. The Police Department will provide support and escort service as necessary.

4. Medical Operations

This is a County function. A Medical Liaison position may be activated by the Operations Chief.

5. Medical Examiner/Coroner

This is a County function. A Coroner Liaison may be activated by the Operations Chief.

6. Care And Shelter

a. Purpose

The purpose of the Care and Shelter function is to provide congregate care and shelter for San Jose residents and visitors affected by a potential or actual terrorist event.

b. Organization - Responsible and Supporting Agencies

Responsible Agency: Parks, Recreation & Neighborhood Services

Supporting Agencies: American Red Cross (Federal Mandate)
Conventions, Arts & Entertainment
General Services Department
School Districts
Santa Clara County, Department of Health
Employee Services Department
Airport
Planning, Building and Code Enforcement
San Jose ***Prepared!***

c. Operational Phases and Plan Activation

1) Preparedness Phase Actions

The Director of Parks, Recreation & Neighborhood Services (PRNS) will review shelter plans and alert lists, establish liaison with supporting agencies to review agreements and confirm facility availability.

2) Increased Readiness Phase Actions

The Director of PRNS will advise his/her staff and supporting agency liaisons of the situation, including potential need for congregate care facilities. S/he will provide his/her staff with shelter management refresher training. S/he will establish communications and coordinate all activity with the liaison appointed by the American Red Cross, Santa Clara Valley Chapter. S/he will alert the Damage Assessment Branch of anticipated manpower needs for structural inspection and safety support activities.

3) Emergency Phase Actions

The Director of PRNS will alert and mobilize staff and supporting agencies as necessary. S/he will open congregate care centers and/or shelters in accordance with the agreement with the American Red Cross as directed by the Operations Chief. S/he may request manpower support, if necessary, from the Employee Services Department, including bilingual staff and extra staffing. She will coordinate with the Fire Branch to ensure that shelterees have been evaluated for contamination, to ensure that no contaminated people are admitted to shelters.

The Director of PRNS shall request sanitation, health and/or facility inspections and support from Operations/Public Health Liaison.

The Director of PRNS shall request the PIO to create announcements and/or informational pamphlets that would benefit evacuees requiring shelter.

4) Recovery Phase Actions

The Director of PRNS will assist the American Red Cross in closing congregate care centers and/or shelters.

7. Construction and Engineering

a. Purpose

The purpose of the Construction & Engineering function is to support public safety staff in managing traffic through physical barriers and rerouting, and in evaluating and dealing with any impacts of the terrorist event.

b. Organization - Responsible and Supporting Agencies

Responsible Agency: Public Works Department

Supporting Agencies: Department of Transportation
Fire Department
Environmental Services
Planning, Building and Code Enforcement
Private Sector

c. Operational Phases and Plan Activation

1) Preparedness Phase Actions

- a) The Director of Transportation will inventory the barricades and traffic delineators, and replenish if necessary.

2) Increased Readiness Phase Actions

The Directors of Public Works and Transportation will coordinate regarding potential need for traffic control devices, including the use of traffic cameras for surveillance, and the use of electronic sign boards to manage traffic patterns.

The Director of Public Works will obtain inspection and security status reports from owners of dams and levees, and from utility companies.

The Director of Environmental Services will obtain inspection and security status information from water operators and sanitary sewer/ water pollution control plant operators that serve San Jose.

The Directors will immediately inform the DEP with a status report if there is a heightened security concern, and, if necessary, a recommendation for action. The DEP will contact the DES for permission to open the EOC. The Directors will also inform Police, Fire, Transportation, General Services, and any other support departments of any heightened security concerns. OES may relay the report via the Operational Area to the State OES, Coastal Region office, when appropriate.

3) Emergency Phase Actions

- a) The Director of Transportation will implement his/her Alert and Mobilization Plan and implement general traffic control operations until a specific plan is developed.
- c) The Director of Employee Services will coordinate with the Volunteer Center of the Silicon Valley to oversee the registration of volunteer forces, individuals, and groups and assist in their allocation and assignment.

4) Recovery Phase Actions

The Director of Transportation will have traffic control devices related to the terrorist event removed from public property and restore the traffic cameras.

C. PLANNING/INTELLIGENCE SECTION

1. Situation Analysis

a. Purpose

The purpose of Situation Analysis is to use information from Police, BATWING, Fire, OES, and State and Federal partners to determine if a terrorist event is impending, and to forecast the likelihood of its occurrence as a basis for recommendations to the DES. Police Intelligence Unit will be a key member of the team. Fire Department companies will provide timely local information.

b. Organization - Responsible and Supporting Agencies

Responsible Agency: Department of Planning, Building and Code Enforcement

Supporting Agencies: Police Intelligence Unit
Fire Department
Environmental Services Department
RACES
Airport

c. Operational Phases and Plan Activation

1) Preparedness Phase Actions

The Police Intelligence Unit will maintain coordination with State and Federal law enforcement partners.

The Director of Emergency Preparedness will maintain coordination with State and Federal emergency preparedness and Homeland Security partners.

2) Increased Readiness Phase Actions

The Planning/Intelligence Section Chief will ensure that adequate maps are available for tracking any events that may occur. He/she will coordinate with GIS coordinators for City departments to ensure that electronic maps are available for use in tracking unfolding events.

The Situation Analysis Unit will determine if the State has named an event on the RIMS system, and will prepare to send appropriate RIMS forms when appropriate.

3) Emergency Phase Actions

- a) When the national alert level is raised to Red for the Bay Area, or Police Intelligence Unit believes that a terrorist event is imminent or evident, the Police Department will conduct an investigation and analysis to identify the sources of the information and its credibility, and shall report the results promptly to the DES and DEP with recommendations for action.
- b) The DES may declare a State of Local Emergency due to a terrorist event. The DEP will coordinate with State and Federal partners, and the Situation Analysis Unit will ensure that the appropriate RIMS forms are filed with the Operational Area.
- c) The Unit will maintain contact with the National Weather Service to determine relevant weather conditions, including temperature, humidity and wind direction for analyzing the potential movement of any plume of agent or dust and debris that may develop.
- d) The DEP will consult with the DES to schedule the next Action Planning Briefing, and with the Police and Fire Chiefs to develop a recommended plan of action based on the departmental SOPs and the Terrorism Response SOP, which may include any or all of the following actions: activation of the San Jose MMTF and MMRS, a request for mutual aid for MMTF resources, activation of the Mass Casualty Incident Plan, and a request for the Civil Support Team and/or specialized Federal teams.
- e) The Planning/Intelligence Section Chief evaluates the need for shelter and temporary housing based on the situation analysis, and coordinates with Care and Shelter Section and Housing Department.
- f) The Planning/Intelligence Section Chief evaluates the need for infrastructure repairs and coordinates with Construction & Engineering.
- g) The Planning/Intelligence Section Chief evaluates the need for repairs to major public facilities and coordinates with Construction & Engineering.
- h) The Recovery Branch Director reviews the disaster damage assessment information and takes any steps that will hasten community recovery.

3) Recovery Phase Actions

The Situation Analysis Unit Leader will prepare documentation sets as required by Finance for reimbursement, and as required by RIMS.

2. Damage Assessment Unit

a. Purpose

The Damage Assessment Unit is organized to collect and document information on the extent of damage to privately owned property and publicly owned property related to the terrorist event. The Unit will share the information with the Situation Analysis Unit for inclusion in all appropriate RIMS reports, and the Action Planning Briefing.

b. Organization - Responsible and Supporting Agencies

Responsible Agency: Planning, Building and Code Enforcement

Supporting Agencies: Public Works
Department of Transportation
Housing Department
Environmental Services Department
RACES

c. Operational Phases and Plan Activation

1). Preparedness Phase Actions

The Damage Assessment Unit leader will ensure that all Damage Assessment field staff are trained and equipped for damage assessment.

2). Increased Readiness Phase Actions

The Damage Assessment Unit leader will ensure that all boards and equipment in the EOC are ready, and all maps are current.

3). Emergency Phase Actions

As soon as it is safe, the Damage Assessment Unit Leader will deploy the field teams to collect damage assessment information in the terrorist attack area. If Fire has established a hot zone and warm zone due to contamination or other unsafe conditions, the Unit will conduct damage assessment using the GIS maps of the affected areas, and HAZUS information, as available.

4). Recovery Phase Actions

The Unit will monitor changes in community condition and maintain current damage assessment information for all affected properties within San Jose, for use in Action Planning Briefings and in RIMS reports.

3. Recovery Planning Unit

a. Purpose

The Recovery Planning Unit is organized to evaluate the disaster as it unfolds, and to determine the steps that must be taken to ensure the rapid recovery of the community from the disaster.

b. Organization - Responsible and Supporting Agencies

Responsible Agency: Planning, Building and Code Enforcement

Supporting Agencies: Fire Department
Housing Department
Department of Transportation
Environmental Services Department
RACES

c. Operational Phases and Plan Activation

1). Preparedness Phase Actions

The Recovery Planning Unit Leader will follow the Situation Analysis work and determine actions needed to enhance community recovery, including inventorying potential expedient shelters in parking garages, City-owned facilities and privately owned facilities.

2). Increased Readiness Phase Actions

The Recovery Planning Unit Leader will review Situation Analysis work and review and update Unit plans.

3). Emergency Phase Actions

The Recovery Unit Leader evaluates the need for debris removal from public and private property, and begins working with City departments to determine if the debris is contaminated, and the Logistics Section to organize staffing, rollout bins, and equipment for debris removal. Federal resources will be contacted to assist with the removal of contaminated debris

The Unit will evaluate the need for short term and long term housing for community members, locations for DACs and other Federal facilities, Joint Operations Centers, Joint Information Centers, and other facilities for federal partners.

The Unit will evaluate the need for facilities for community psychological care, mass prophylaxis distribution, and victim and family assistance.

4). Recovery Phase Actions

The Recovery Unit Leader will oversee the implementation of all Recovery plans, and advise the MSC on the management of the Recovery Phase.

The Department of Planning, Building & Code Enforcement (PB&CE) will develop an abbreviated inspection and permitting process when appropriate to the disaster, and provide assistance to residents needing disaster-recovery work. PB&CE may request the City Council to reduce or waive fees, where appropriate.

D. LOGISTICS SECTION

1. Logistics Chief

a. Purpose

The purpose of the Logistics function is to plan, direct, and provide logistical support to the emergency response and recovery operations.

b. Organization – Responsible and Supporting Agencies

Responsible Agency: General Services

Supporting Agencies: Police Department
Fire Department
Department of Transportation
Environmental Services Department
Employee Services
Information Technology
RACES
Private Sector

c. Operational Phases and Plan Activation

1) Preparedness Phase Action

- a) The Director of General Services will inventory emergency response equipment in City stocks and coordinate with user departments to be sure supplies are adequate.
- b) The Director of General Services will update emergency telephone numbers of vendors of critical resources.

2) Increased Readiness Phase Action

The Director of General Services will confirm the adequacy of stockpile supplies with user departments.

3) Emergency Phase Action

The Director of General Services will respond to the EOC as required, and mobilize departmental personnel according to the GSA procedure, in support of the Logistics Section. Principal concerns will mirror the Emergency Operations Plan standard actions.

The Director of General Services will coordinate with County Public Health personnel to ensure that adequate facilities are available for vaccination centers, community prophylaxis, medical surveillance, or other related purposes.

4) Recovery Phase Actions

- a) The Director of General Services will coordinate with other departments to restock depleted supplies.
- b) The Director of General Services will assist the designated representative for Public Assistance to ensure that appropriate documentation is provided for reimbursement by FEMA and State OES.

2. IT/Telecommunications

a. Purpose

The purpose of the IT/Telecom function is to ensure that adequate radio and telecommunications are available during a terrorist event.

b. Organization - Responsible and Supporting Agencies

Responsible Agency: Information Technology

Supporting Agencies: Fire Communications
Police Communications
Department of General Services
Department of Public Works
Department of Transportation
Planning, Building and Code Enforcement
RACES
San Jose Search & Rescue
Private Sector Telecommunications

c. Operational Phases and Plan Activation

1) Preparedness Phase Action

Emergency communications equipment, which is not in day-to-day use, will be checked.

The Information Technology staff will check telephones and radios at the EOC monthly and report any problems for repair.

The responsible department will test emergency telephones and radios not located in the EOC. Inoperable equipment will be repaired and returned to service as soon as possible.

2) Emergency Phase Action

Emergency response may begin at the field or EOC level.

Communications resources to be considered, regardless of the level of EOC activation, include:

- Open the Department of Transportation Dispatch Center
- San Jose RACES
- San Jose Search & Rescue Communications Van
- Police Mobile Command Post and/or Mobile Radio Station/DUI vehicle
- Fire Command Post Support Vehicle
- IT Communications Manager:
 - ✓ Will distribute communications equipment (pagers, radios, cellular phones) if required and if available.
 - ✓ Will contact Southern Bell liaison, if required.

The DEP will coordinate with the PIO to script and record an appropriate message on 277-HELP, in appropriate languages. At the direction of the MSC, 277-HELP may become a staffed answering point, using City staff from the Neighborhood Development Center and/or Police Communications. The operators will respond to public inquiries.

Requests to the Public Information Officer (PIO) for information from the news media will be forwarded appropriately, and their media line may be activated and publicized.

E FINANCE SECTION

1. Finance Section Chief is the Director of Finance.

a. Purpose

The role of the Finance Section Chief is to ensure that all disaster-related expenses are accounted for, and that Federal and State reimbursements are obtained.

b. Organization

Finance representation may be provided in person or electronically.

2. Operational Phases and Plan Activation

a. Preparedness Phase Actions

- 1) By October 1 of each year Finance will review and update the reimbursement manual to ensure compliance with Federal and State reimbursement guidelines.
- 2) By October 15 a new/revised manual will be prepared, if needed. One copy will be provided to each EOC Section Chief and the DEP
- 3) By October 15 Risk Management will review all disaster-related insurance policies for City-owned buildings and ensure that the policies meet minimum standards for coverage.

b. Emergency Phase Actions

- 1) Support EOC operation as outlined in City Emergency Operations Plan (EOP).
- 2) Appoint an individual to serve as the point of contact for financial tracking.

c. Recovery Phase Actions

- 1) Coordinate all financial recovery from FEMA and State with the designated representatives for Public Assistance.
- 2) Assist the designated representatives with all paperwork and form filing for reimbursement to the City of San Jose.
- 3) Risk Management will determine whether to recommend that the City acquire new or additional insurance policies for all damaged City-owned

buildings, ensuring compliance with any FEMA requirements.



For Immediate Release
Office of the Press Secretary
February 28, 2003

Homeland Security Presidential Directive/HSPD-5

Subject: Management of Domestic Incidents

Purpose

(1) To enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive national incident management system.

Definitions

(2) In this directive:

(a) the term "Secretary" means the Secretary of Homeland Security.

(b) the term "Federal departments and agencies" means those executive departments enumerated in 5 U.S.C. 101, together with the Department of Homeland Security; independent establishments as defined by 5 U.S.C. 104(1); government corporations as defined by 5 U.S.C. 103(1); and the United States Postal Service.

(c) the terms "State," "local," and the "United States" when it is used in a geographical sense, have the same meanings as used in the Homeland Security Act of 2002, Public Law 107-296.

Policy

(3) To prevent, prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies, the United States Government shall establish a single, comprehensive approach to domestic incident management. The objective of the United States Government is to ensure that all levels of government across the Nation have the capability to work efficiently and effectively together, using a national approach to domestic incident management. In these efforts, with regard to domestic incidents, the United States Government treats crisis management and consequence management as a single, integrated function, rather than as two separate functions.

(4) The Secretary of Homeland Security is the principal Federal official for domestic incident management. Pursuant to the Homeland Security Act of 2002, the Secretary is responsible for coordinating Federal operations within the United States to prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies. The Secretary shall coordinate the Federal Government's resources utilized in response to or recovery from terrorist attacks, major disasters,

or other emergencies if and when any one of the following four conditions applies: (1) a Federal department or agency acting under its own authority has requested the assistance of the Secretary; (2) the resources of State and local authorities are overwhelmed and Federal assistance has been requested by the appropriate State and local authorities; (3) more than one Federal department or agency has become substantially involved in responding to the incident; or (4) the Secretary has been directed to assume responsibility for managing the domestic incident by the President.

(5) Nothing in this directive alters, or impedes the ability to carry out, the authorities of Federal departments and agencies to perform their responsibilities under law. All Federal departments and agencies shall cooperate with the Secretary in the Secretary's domestic incident management role.

(6) The Federal Government recognizes the roles and responsibilities of State and local authorities in domestic incident management. Initial responsibility for managing domestic incidents generally falls on State and local authorities. The Federal Government will assist State and local authorities when their resources are overwhelmed, or when Federal interests are involved. The Secretary will coordinate with State and local governments to ensure adequate planning, equipment, training, and exercise activities. The Secretary will also provide assistance to State and local governments to develop all-hazards plans and capabilities, including those of greatest importance to the security of the United States, and will ensure that State, local, and Federal plans are compatible.

(7) The Federal Government recognizes the role that the private and nongovernmental sectors play in preventing, preparing for, responding to, and recovering from terrorist attacks, major disasters, and other emergencies. The Secretary will coordinate with the private and nongovernmental sectors to ensure adequate planning, equipment, training, and exercise activities and to promote partnerships to address incident management capabilities.

(8) The Attorney General has lead responsibility for criminal investigations of terrorist acts or terrorist threats by individuals or groups inside the United States, or directed at United States citizens or institutions abroad, where such acts are within the Federal criminal jurisdiction of the United States, as well as for related intelligence collection activities within the United States, subject to the National Security Act of 1947 and other applicable law, Executive Order 12333, and Attorney General-approved procedures pursuant to that Executive Order. Generally acting through the Federal Bureau of Investigation, the Attorney General, in cooperation with other Federal departments and agencies engaged in activities to protect our national security, shall also coordinate the activities of the other members of the law enforcement community to detect, prevent, preempt, and disrupt terrorist attacks against the United States. Following a terrorist threat or an actual incident that falls within the criminal jurisdiction of the United States, the full capabilities of the United States shall be dedicated, consistent with United States law and with activities of other Federal departments and agencies to protect our national security, to assisting the Attorney General to identify the perpetrators and bring them to justice. The Attorney General and the Secretary shall establish appropriate relationships and mechanisms for cooperation and coordination between their two departments.

(9) Nothing in this directive impairs or otherwise affects the authority of the Secretary of Defense over the Department of Defense, including the chain of command for military forces from the President as Commander in Chief, to the Secretary of Defense, to the commander of military forces, or military command and control procedures. The Secretary of Defense shall provide military support to civil authorities for domestic incidents as directed by the President or when consistent with military readiness and appropriate under the circumstances and the law. The Secretary of Defense shall retain command of military forces providing civil support. The Secretary of Defense and the Secretary shall establish appropriate relationships and mechanisms for cooperation and coordination between their two departments.

(10) The Secretary of State has the responsibility, consistent with other United States Government activities to protect our national security, to coordinate international activities related to the prevention, preparation, response, and recovery from a domestic incident, and for the protection of United States citizens and United States interests overseas. The Secretary of State and the Secretary shall establish appropriate relationships and mechanisms for cooperation and coordination between their two departments.

(11) The Assistant to the President for Homeland Security and the Assistant to the President for National Security Affairs shall be responsible for interagency policy coordination on domestic and international incident management, respectively, as directed by the President. The Assistant to the President for Homeland Security and the Assistant to the President for National Security Affairs shall work together to

ensure that the United States domestic and international incident management efforts are seamlessly united.

(12) The Secretary shall ensure that, as appropriate, information related to domestic incidents is gathered and provided to the public, the private sector, State and local authorities, Federal departments and agencies, and, generally through the Assistant to the President for Homeland Security, to the President. The Secretary shall provide standardized, quantitative reports to the Assistant to the President for Homeland Security on the readiness and preparedness of the Nation -- at all levels of government -- to prevent, prepare for, respond to, and recover from domestic incidents.

(13) Nothing in this directive shall be construed to grant to any Assistant to the President any authority to issue orders to Federal departments and agencies, their officers, or their employees.

Tasking

(14) The heads of all Federal departments and agencies are directed to provide their full and prompt cooperation, resources, and support, as appropriate and consistent with their own responsibilities for protecting our national security, to the Secretary, the Attorney General, the Secretary of Defense, and the Secretary of State in the exercise of the individual leadership responsibilities and missions assigned in paragraphs (4), (8), (9), and (10), respectively, above.

(15) The Secretary shall develop, submit for review to the Homeland Security Council, and administer a National Incident Management System (NIMS). This system will provide a consistent nationwide approach for Federal, State, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, and local capabilities, the NIMS will include a core set of concepts, principles, terminology, and technologies covering the incident command system; multi-agency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources.

(16) The Secretary shall develop, submit for review to the Homeland Security Council, and administer a National Response Plan (NRP). The Secretary shall consult with appropriate Assistants to the President (including the Assistant to the President for Economic Policy) and the Director of the Office of Science and Technology Policy, and other such Federal officials as may be appropriate, in developing and implementing the NRP. This plan shall integrate Federal Government domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan. The NRP shall be unclassified. If certain operational aspects require classification, they shall be included in classified annexes to the NRP.

(a) The NRP, using the NIMS, shall, with regard to response to domestic incidents, provide the structure and mechanisms for national level policy and operational direction for Federal support to State and local incident managers and for exercising direct Federal authorities and responsibilities, as appropriate.

(b) The NRP will include protocols for operating under different threats or threat levels; incorporation of existing Federal emergency and incident management plans (with appropriate modifications and revisions) as either integrated components of the NRP or as supporting operational plans; and additional operational plans or annexes, as appropriate, including public affairs and intergovernmental communications.

(c) The NRP will include a consistent approach to reporting incidents, providing assessments, and making recommendations to the President, the Secretary, and the Homeland Security Council.

(d) The NRP will include rigorous requirements for continuous improvements from testing, exercising, experience with incidents, and new information and technologies.

(17) The Secretary shall:

(a) By April 1, 2003, (1) develop and publish an initial version of the NRP, in consultation with other Federal departments and agencies; and (2) provide the Assistant to the President for Homeland Security with a plan for full development and implementation of the NRP.

(b) By June 1, 2003, (1) in consultation with Federal departments and agencies and with State and local governments, develop a national system of standards, guidelines, and protocols to implement the NIMS; and (2) establish a mechanism for ensuring ongoing management and maintenance of the NIMS, including regular consultation with other Federal departments and agencies and with State and local governments.

(c) By September 1, 2003, in consultation with Federal departments and agencies and the Assistant to the President for Homeland Security, review existing authorities and regulations and prepare recommendations for the President on revisions necessary to implement fully the NRP.

(18) The heads of Federal departments and agencies shall adopt the NIMS within their departments and agencies and shall provide support and assistance to the Secretary in the development and maintenance of the NIMS. All Federal departments and agencies will use the NIMS in their domestic incident management and emergency prevention, preparedness, response, recovery, and mitigation activities, as well as those actions taken in support of State or local entities. The heads of Federal departments and agencies shall participate in the NRP, shall assist and support the Secretary in the development and maintenance of the NRP, and shall participate in and use domestic incident reporting systems and protocols established by the Secretary.

(19) The head of each Federal department and agency shall:

(a) By June 1, 2003, make initial revisions to existing plans in accordance with the initial version of the NRP.

(b) By August 1, 2003, submit a plan to adopt and implement the NIMS to the Secretary and the Assistant to the President for Homeland Security. The Assistant to the President for Homeland Security shall advise the President on whether such plans effectively implement the NIMS.

(20) Beginning in Fiscal Year 2005, Federal departments and agencies shall make adoption of the NIMS a requirement, to the extent permitted by law, for providing Federal preparedness assistance through grants, contracts, or other activities. The Secretary shall develop standards and guidelines for determining whether a State or local entity has adopted the NIMS.

Technical and Conforming Amendments to National Security Presidential Directive-1 (NSPD-1)

(21) NSPD-1 ("Organization of the National Security Council System") is amended by replacing the fifth sentence of the third paragraph on the first page with the following: "The Attorney General, the Secretary of Homeland Security, and the Director of the Office of Management and Budget shall be invited to attend meetings pertaining to their responsibilities."

Technical and Conforming Amendments to National Security Presidential Directive-8 (NSPD-8)

(22) NSPD-8 ("National Director and Deputy National Security Advisor for Combating Terrorism") is amended by striking "and the Office of Homeland Security," on page 4, and inserting "the Department of Homeland Security, and the Homeland Security Council" in lieu thereof.

Technical and Conforming Amendments to Homeland Security Presidential Directive-2 (HSPD-2)

(23) HSPD-2 ("Combating Terrorism Through Immigration Policies") is amended as follows:

(a) striking "the Commissioner of the Immigration and Naturalization Service (INS)" in the second sentence of the second paragraph in section 1, and inserting "the Secretary of Homeland Security" in lieu thereof ;

- (b) striking "the INS," in the third paragraph in section 1, and inserting "the Department of Homeland Security" in lieu thereof;
- (c) inserting ", the Secretary of Homeland Security," after "The Attorney General" in the fourth paragraph in section 1;
- (d) inserting ", the Secretary of Homeland Security," after "the Attorney General" in the fifth paragraph in section 1;
- (e) striking "the INS and the Customs Service" in the first sentence of the first paragraph of section 2, and inserting "the Department of Homeland Security" in lieu thereof;
- (f) striking "Customs and INS" in the first sentence of the second paragraph of section 2, and inserting "the Department of Homeland Security" in lieu thereof;
- (g) striking "the two agencies" in the second sentence of the second paragraph of section 2, and inserting "the Department of Homeland Security" in lieu thereof;
- (h) striking "the Secretary of the Treasury" wherever it appears in section 2, and inserting "the Secretary of Homeland Security" in lieu thereof;
- (i) inserting ", the Secretary of Homeland Security," after "The Secretary of State" wherever the latter appears in section 3;
- (j) inserting ", the Department of Homeland Security," after "the Department of State," in the second sentence in the third paragraph in section 3;
- (k) inserting "the Secretary of Homeland Security," after "the Secretary of State," in the first sentence of the fifth paragraph of section 3;
- (l) striking "INS" in the first sentence of the sixth paragraph of section 3, and inserting "Department of Homeland Security" in lieu thereof;
- (m) striking "the Treasury" wherever it appears in section 4 and inserting "Homeland Security" in lieu thereof;
- (n) inserting ", the Secretary of Homeland Security," after "the Attorney General" in the first sentence in section 5; and
- (o) inserting ", Homeland Security" after "State" in the first sentence of section 6.

Technical and Conforming Amendments to Homeland Security Presidential Directive-3 (HSPD-3)

(24) The Homeland Security Act of 2002 assigned the responsibility for administering the Homeland Security Advisory System to the Secretary of Homeland Security. Accordingly, HSPD-3 of March 11, 2002 ("Homeland Security Advisory System") is amended as follows:

- (a) replacing the third sentence of the second paragraph entitled "Homeland Security Advisory System" with "Except in exigent circumstances, the Secretary of Homeland Security shall seek the views of the Attorney General, and any other federal agency heads the Secretary deems appropriate, including other members of the Homeland Security Council, on the Threat Condition to be assigned."
- (b) inserting "At the request of the Secretary of Homeland Security, the Department of Justice shall permit and facilitate the use of delivery systems administered or managed by the Department of Justice for the purposes of delivering threat information pursuant to the Homeland Security Advisory System." as a new paragraph after the fifth paragraph of the section entitled "Homeland Security Advisory System."
- (c) inserting ", the Secretary of Homeland Security" after "The Director of Central Intelligence" in the first sentence of the seventh paragraph of the section entitled "Homeland Security Advisory System".

(d) striking "Attorney General" wherever it appears (except in the sentences referred to in subsections (a) and (c) above), and inserting "the Secretary of Homeland Security" in lieu thereof; and

(a) striking the section entitled "Comment and Review Periods."



For Immediate Release
Office of the Press Secretary
December 17, 2003

December 17, 2003 Homeland Security Presidential Directive/Hspd-7

Subject: Critical Infrastructure Identification, Prioritization, and Protection

Purpose

(1) This directive establishes a national policy for Federal departments and agencies to identify and prioritize United States critical infrastructure and key resources and to protect them from terrorist attacks.

Background

(2) Terrorists seek to destroy, incapacitate, or exploit critical infrastructure and key resources across the United States to threaten national security, cause mass casualties, weaken our economy, and damage public morale and confidence.

(3) America's open and technologically complex society includes a wide array of critical infrastructure and key resources that are potential terrorist targets. The majority of these are owned and operated by the private sector and State or local governments. These critical infrastructures and key resources are both physical and cyber-based and span all sectors of the economy.

(4) Critical infrastructure and key resources provide the essential services that underpin American society. The Nation possesses numerous key resources, whose exploitation or destruction by terrorists could cause catastrophic health effects or mass casualties comparable to those from the use of a weapon of mass destruction, or could profoundly affect our national prestige and morale. In addition, there is critical infrastructure so vital that its incapacitation, exploitation, or destruction, through terrorist attack, could have a debilitating effect on security and economic well-being.

(5) While it is not possible to protect or eliminate the vulnerability of all critical infrastructure and key resources throughout the country, strategic improvements in security can make it more difficult for attacks to succeed and can lessen the impact of attacks that may occur. In addition to strategic security enhancements, tactical security improvements can be rapidly implemented to deter, mitigate, or neutralize potential attacks.

Definitions

(6) In this directive:

(a) The term "critical infrastructure" has the meaning given to that term in section 1016(e) of the USA PATRIOT Act of 2001 (42 U.S.C. 5195c(e)).

(b) The term "key resources" has the meaning given that term in section 2(9) of the Homeland Security Act of 2002 (6 U.S.C. 101(9)).

(c) The term "the Department" means the Department of Homeland Security.

(d) The term "Federal departments and agencies" means those executive departments enumerated in 5 U.S.C. 101, and the Department of Homeland Security; independent establishments as defined by 5 U.S.C. 104(1); Government corporations as defined by 5 U.S.C. 103(1); and the United States Postal Service.

(e) The terms "State," and "local government," when used in a geographical sense, have the same meanings given to those terms in section 2 of the Homeland Security Act of 2002 (6 U.S.C. 101).

(f) The term "the Secretary" means the Secretary of Homeland Security.

(g) The term "Sector-Specific Agency" means a Federal department or agency responsible for infrastructure protection activities in a designated critical infrastructure sector or key resources category.

Sector-Specific Agencies will conduct their activities under this directive in accordance with guidance provided by the Secretary.

(h) The terms "protect" and "secure" mean reducing the vulnerability of critical infrastructure or key resources in order to deter, mitigate, or neutralize terrorist attacks.

Policy

(7) It is the policy of the United States to enhance the protection of our Nation's critical infrastructure and key resources against terrorist acts that could:

(a) cause catastrophic health effects or mass casualties comparable to those from the use of a weapon of mass destruction;

(b) impair Federal departments and agencies' abilities to perform essential missions, or to ensure the public's health and safety;

(c) undermine State and local government capacities to maintain order and to deliver minimum essential public services;

(d) damage the private sector's capability to ensure the orderly functioning of the economy and delivery of essential services;

(e) have a negative effect on the economy through the cascading disruption of other critical infrastructure and key resources; or

(f) undermine the public's morale and confidence in our national economic and political institutions.

(8) Federal departments and agencies will identify, prioritize, and coordinate the protection of critical infrastructure and key resources in order to prevent, deter, and mitigate the effects of deliberate efforts to destroy, incapacitate, or exploit them. Federal departments and agencies will work with State and local governments and the private sector to accomplish this objective.

(9) Federal departments and agencies will ensure that homeland security programs do not diminish the overall economic security of the United States.

(10) Federal departments and agencies will appropriately protect information associated with carrying out this directive, including handling voluntarily provided information and information that would facilitate terrorist targeting of critical infrastructure and key resources consistent with the Homeland Security Act of 2002 and other applicable legal authorities.

(11) Federal departments and agencies shall implement this directive in a manner consistent with applicable provisions of law, including those protecting the rights of United States persons.

Roles and Responsibilities of the Secretary

(12) In carrying out the functions assigned in the Homeland Security Act of 2002, the Secretary shall be responsible for coordinating the overall national effort to enhance the protection of the critical infrastructure and key resources of the United States. The Secretary shall serve as the principal Federal official to lead, integrate, and coordinate implementation of efforts among Federal departments and agencies, State and local governments, and the private sector to protect critical infrastructure and key resources. (13)

Consistent with this directive, the Secretary will identify, prioritize, and coordinate the protection of critical infrastructure and key resources with an emphasis on critical infrastructure and key resources that could be exploited to cause catastrophic health effects or mass casualties comparable to those from the use of a weapon of mass destruction.

(14) The Secretary will establish uniform policies, approaches, guidelines, and methodologies for integrating Federal infrastructure protection and risk management activities within and across sectors along with metrics and criteria for related programs and activities.

(15) The Secretary shall coordinate protection activities for each of the following critical infrastructure sectors: information technology; telecommunications; chemical; transportation systems, including mass transit, aviation, maritime, ground/surface, and rail and pipeline systems; emergency services; and postal and shipping. The Department shall coordinate with appropriate departments and agencies to ensure the protection of other key resources including dams, government facilities, and commercial facilities. In addition, in its role as overall cross-sector coordinator, the Department shall also evaluate the need for and coordinate the coverage of additional critical infrastructure and key resources categories over time, as appropriate.

(16) The Secretary will continue to maintain an organization to serve as a focal point for the security of cyberspace. The organization will facilitate interactions and collaborations between and among Federal departments and agencies, State and local governments, the private sector, academia and international organizations. To the extent permitted by law, Federal departments and agencies with cyber expertise, including but not limited to the Departments of Justice, Commerce, the Treasury, Defense, Energy, and State, and the Central Intelligence Agency, will collaborate with and support the organization in accomplishing its mission. The organization's mission includes analysis, warning, information sharing, vulnerability reduction, mitigation, and aiding national recovery efforts for critical infrastructure information systems. The organization will support the Department of Justice and other law enforcement agencies in their continuing missions to investigate and prosecute threats to and attacks against cyberspace, to the extent permitted by law.

(17) The Secretary will work closely with other Federal departments and agencies, State and local governments, and the private sector in accomplishing the objectives of this directive.

Roles and Responsibilities of Sector-Specific Federal Agencies

(18) Recognizing that each infrastructure sector possesses its own unique characteristics and operating models, there are designated Sector-Specific Agencies, including:

- (a) Department of Agriculture -- agriculture, food (meat, poultry, egg products);
- (b) Health and Human Services -- public health, healthcare, and food (other than meat, poultry, egg products);
- (c) Environmental Protection Agency -- drinking water and water treatment systems;
- (d) Department of Energy -- energy, including the production refining, storage, and distribution of oil and gas, and electric power except for commercial nuclear power facilities;
- (e) Department of the Treasury -- banking and finance;
- (f) Department of the Interior -- national monuments and icons; and
- (g) Department of Defense -- defense industrial base.

(19) In accordance with guidance provided by the Secretary, Sector-Specific Agencies shall:

- (a) collaborate with all relevant Federal departments and agencies, State and local governments, and the private sector, including with key persons and entities in their infrastructure sector;

(b) conduct or facilitate vulnerability assessments of the sector; and

(c) encourage risk management strategies to protect against and mitigate the effects of attacks against critical infrastructure and key resources.

(20) Nothing in this directive alters, or impedes the ability to carry out, the authorities of the Federal departments and agencies to perform their responsibilities under law and consistent with applicable legal authorities and presidential guidance.

(21) Federal departments and agencies shall cooperate with the Department in implementing this directive, consistent with the Homeland Security Act of 2002 and other applicable legal authorities.

Roles and Responsibilities of Other Departments, Agencies, and Offices

(22) In addition to the responsibilities given the Department and Sector-Specific Agencies, there are special functions of various Federal departments and agencies and components of the Executive Office of the President related to critical infrastructure and key resources protection.

(a) The Department of State, in conjunction with the Department, and the Departments of Justice, Commerce, Defense, the Treasury and other appropriate agencies, will work with foreign countries and international organizations to strengthen the protection of United States critical infrastructure and key resources.

(b) The Department of Justice, including the Federal Bureau of Investigation, will reduce domestic terrorist threats, and investigate and prosecute actual or attempted terrorist attacks on, sabotage of, or disruptions of critical infrastructure and key resources. The Attorney General and the Secretary shall use applicable statutory authority and attendant mechanisms for cooperation and coordination, including but not limited to those established by presidential directive.

(c) The Department of Commerce, in coordination with the Department, will work with private sector, research, academic, and government organizations to improve technology for cyber systems and promote other critical infrastructure efforts, including using its authority under the Defense Production Act to assure the timely availability of industrial products, materials, and services to meet homeland security requirements.

(d) A Critical Infrastructure Protection Policy Coordinating Committee will advise the Homeland Security Council on interagency policy related to physical and cyber infrastructure protection. This PCC will be chaired by a Federal officer or employee designated by the Assistant to the President for Homeland Security.

(e) The Office of Science and Technology Policy, in coordination with the Department, will coordinate interagency research and development to enhance the protection of critical infrastructure and key resources.

(f) The Office of Management and Budget (OMB) shall oversee the implementation of government-wide policies, principles, standards, and guidelines for Federal government computer security programs. The Director of OMB will ensure the operation of a central Federal information security incident center consistent with the requirements of the Federal Information Security Management Act of 2002.

(g) Consistent with the E-Government Act of 2002, the Chief Information Officers Council shall be the principal interagency forum for improving agency practices related to the design, acquisition, development, modernization, use, operation, sharing, and performance of information resources of Federal departments and agencies.

(h) The Department of Transportation and the Department will collaborate on all matters relating to transportation security and transportation infrastructure protection. The Department of Transportation is responsible for operating the national air space system. The Department of Transportation and the

Department will collaborate in regulating the transportation of hazardous materials by all modes (including pipelines).

(i) All Federal departments and agencies shall work with the sectors relevant to their responsibilities to reduce the consequences of catastrophic failures not caused by terrorism.

(23) The heads of all Federal departments and agencies will coordinate and cooperate with the Secretary as appropriate and consistent with their own responsibilities for protecting critical infrastructure and key resources.

(24) All Federal department and agency heads are responsible for the identification, prioritization, assessment, remediation, and protection of their respective internal critical infrastructure and key resources. Consistent with the Federal Information Security Management Act of 2002, agencies will identify and provide information security protections commensurate with the risk and magnitude of the harm resulting from the unauthorized access, use, disclosure, disruption, modification, or destruction of information.

Coordination with the Private Sector

(25) In accordance with applicable laws or regulations, the Department and the Sector-Specific Agencies will collaborate with appropriate private sector entities and continue to encourage the development of information sharing and analysis mechanisms. Additionally, the Department and Sector-Specific Agencies shall collaborate with the private sector and continue to support sector-coordinating mechanisms:

(a) to identify, prioritize, and coordinate the protection of critical infrastructure and key resources; and

(b) to facilitate sharing of information about physical and cyber threats, vulnerabilities, incidents, potential protective measures, and best practices.

National Special Security Events

(26) The Secretary, after consultation with the Homeland Security Council, shall be responsible for designating events as "National Special Security Events" (NSSEs). This directive supersedes language in previous presidential directives regarding the designation of NSSEs that is inconsistent herewith.

Implementation

(27) Consistent with the Homeland Security Act of 2002, the Secretary shall produce a comprehensive, integrated National Plan for Critical Infrastructure and Key Resources Protection to outline national goals, objectives, milestones, and key initiatives within 1 year from the issuance of this directive. The Plan shall include, in addition to other Homeland Security-related elements as the Secretary deems appropriate, the following elements:

(a) a strategy to identify, prioritize, and coordinate the protection of critical infrastructure and key resources, including how the Department intends to work with Federal departments and agencies, State and local governments, the private sector, and foreign countries and international organizations;

(b) a summary of activities to be undertaken in order to: define and prioritize, reduce the vulnerability of, and coordinate the protection of critical infrastructure and key resources;

(c) a summary of initiatives for sharing critical infrastructure and key resources information and for providing critical infrastructure and key resources threat warning data to State and local governments and the private sector; and

(d) coordination and integration, as appropriate, with other Federal emergency management and preparedness activities including the National Response Plan and applicable national preparedness goals.

(28) The Secretary, consistent with the Homeland Security Act of 2002 and other applicable legal authorities and presidential guidance, shall establish appropriate systems, mechanisms, and procedures to share homeland security information relevant to threats and vulnerabilities in national critical infrastructure and key resources with other Federal departments and agencies, State and local governments, and the private sector in a timely manner.

(29) The Secretary will continue to work with the Nuclear Regulatory Commission and, as appropriate, the Department of Energy in order to ensure the necessary protection of:

(a) commercial nuclear reactors for generating electric power and non-power nuclear reactors used for research, testing, and training;

(b) nuclear materials in medical, industrial, and academic settings and facilities that fabricate nuclear fuel; and

(c) the transportation, storage, and disposal of nuclear materials and waste.

(30) In coordination with the Director of the Office of Science and Technology Policy, the Secretary shall prepare on an annual basis a Federal Research and Development Plan in support of this directive.

(31) The Secretary will collaborate with other appropriate Federal departments and agencies to develop a program, consistent with applicable law, to geospatially map, image, analyze, and sort critical infrastructure and key resources by utilizing commercial satellite and airborne systems, and existing capabilities within other agencies. National technical means should be considered as an option of last resort. The Secretary, with advice from the Director of Central Intelligence, the Secretaries of Defense and the Interior, and the heads of other appropriate Federal departments and agencies, shall develop mechanisms for accomplishing this initiative. The Attorney General shall provide legal advice as necessary.

(32) The Secretary will utilize existing, and develop new, capabilities as needed to model comprehensively the potential implications of terrorist exploitation of vulnerabilities in critical infrastructure and key resources, placing specific focus on densely populated areas. Agencies with relevant modeling capabilities shall cooperate with the Secretary to develop appropriate mechanisms for accomplishing this initiative.

(33) The Secretary will develop a national indications and warnings architecture for infrastructure protection and capabilities that will facilitate:

(a) an understanding of baseline infrastructure operations;

(b) the identification of indicators and precursors to an attack; and

(c) a surge capacity for detecting and analyzing patterns of potential attacks.

In developing a national indications and warnings architecture, the Department will work with Federal, State, local, and non-governmental entities to develop an integrated view of physical and cyber infrastructure and key resources.

(34) By July 2004, the heads of all Federal departments and agencies shall develop and submit to the Director of the OMB for approval plans for protecting the physical and cyber critical infrastructure and key resources that they own or operate. These plans shall address identification, prioritization, protection, and contingency planning, including the recovery and reconstitution of essential capabilities.

(35) On an annual basis, the Sector-Specific Agencies shall report to the Secretary on their efforts to identify, prioritize, and coordinate the protection of critical infrastructure and key resources in their respective sectors. The report shall be submitted within 1 year from the issuance of this directive and on an annual basis thereafter.

(36) The Assistant to the President for Homeland Security and the Assistant to the President for National Security Affairs will lead a national security and emergency preparedness communications policy review, with the heads of the appropriate Federal departments and agencies, related to convergence and next generation architecture. Within 6 months after the issuance of this directive, the Assistant to the President for Homeland Security and the Assistant to the President for National Security Affairs shall submit for my consideration any recommended changes to such policy.

(37) This directive supersedes Presidential Decision Directive/NSC-63 of May 22, 1998 ("Critical Infrastructure Protection"), and any Presidential directives issued prior to this directive to the extent of any inconsistency. Moreover, the Assistant to the President for Homeland Security and the Assistant to the President for National Security Affairs shall jointly submit for my consideration a Presidential directive to make changes in Presidential directives issued prior to this date that conform such directives to this directive.

(38) This directive is intended only to improve the internal management of the executive branch of the Federal Government, and it is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity, against the United States, its departments, agencies, or other entities, its officers or employees, or any other person.



For Immediate Release
Office of the Press Secretary
December 17, 2003

December 17, 2003 Homeland Security Presidential Directive/Hspd-8

Subject: National Preparedness

Purpose

(1) This directive establishes policies to strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies by requiring a national domestic all-hazards preparedness goal, establishing mechanisms for improved delivery of Federal preparedness assistance to State and local governments, and outlining actions to strengthen preparedness capabilities of Federal, State, and local entities.

Definitions

(2) For the purposes of this directive:

(a) The term "all-hazards preparedness" refers to preparedness for domestic terrorist attacks, major disasters, and other emergencies.

(b) The term "Federal departments and agencies" means those executive departments enumerated in 5 U.S.C. 101, and the Department of Homeland Security; independent establishments as defined by 5 U.S.C. 104(1); Government corporations as defined by 5 U.S.C. 103(1); and the United States Postal Service.

(c) The term "Federal preparedness assistance" means Federal department and agency grants, cooperative agreements, loans, loan guarantees, training, and/or technical assistance provided to State and local governments and the private sector to prevent, prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies. Unless noted otherwise, the term "assistance" will refer to Federal assistance programs.

(d) The term "first responder" refers to those individuals who in the early stages of an incident are responsible for the protection and preservation of life, property, evidence, and the environment, including emergency response providers as defined in section 2 of the Homeland Security Act of 2002 (6 U.S.C. 101), as well as emergency management, public health, clinical care, public works, and other skilled support personnel (such as equipment operators) that provide immediate support services during prevention, response, and recovery operations.

(e) The terms "major disaster" and "emergency" have the meanings given in section 102 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122).

(f) The term "major events" refers to domestic terrorist attacks, major disasters, and other emergencies.

(g) The term "national homeland security preparedness-related exercises" refers to homeland security-related exercises that train and test national decision makers and utilize resources of multiple Federal departments and agencies. Such exercises may involve State and local first responders when appropriate. Such exercises do not include those exercises conducted solely within a single Federal department or agency.

(h) The term "preparedness" refers to the existence of plans, procedures, policies, training, and equipment necessary at the Federal, State, and local level to maximize the ability to prevent, respond to, and recover from major events. The term "readiness" is used interchangeably with preparedness.

(i) The term "prevention" refers to activities undertaken by the first responder community during the early stages of an incident to reduce the likelihood or consequences of threatened or actual terrorist attacks. More general and broader efforts to deter, disrupt, or thwart terrorism are not addressed in this directive.

(j) The term "Secretary" means the Secretary of Homeland Security.

(k) The terms "State," and "local government," when used in a geographical sense, have the same meanings given to those terms in section 2 of the Homeland Security Act of 2002 (6 U.S.C.

101).

Relationship to HSPD-5

(3) This directive is a companion to HSPD-5, which identifies steps for improved coordination in response to incidents. This directive describes the way Federal departments and agencies will prepare for such a response, including prevention activities during the early stages of a terrorism incident.

Development of a National Preparedness Goal

(4) The Secretary is the principal Federal official for coordinating the implementation of all-hazards preparedness in the United States. In cooperation with other Federal departments and agencies, the Secretary coordinates the preparedness of Federal response assets, and the support for, and assessment of, the preparedness of State and local first responders.

(5) To help ensure the preparedness of the Nation to prevent, respond to, and recover from threatened and actual domestic terrorist attacks, major disasters, and other emergencies, the Secretary, in coordination with the heads of other appropriate Federal departments and agencies and in consultation with State and local governments, shall develop a national domestic all-hazards preparedness goal. Federal departments and agencies will work to achieve this goal by:

(a) providing for effective, efficient, and timely delivery of Federal preparedness assistance to State and local governments;

and

(b) supporting efforts to ensure first responders are prepared to respond to major events, especially prevention of and response to threatened terrorist attacks.

(6) The national preparedness goal will establish measurable readiness priorities and targets that appropriately balance the potential threat and magnitude of terrorist attacks, major disasters, and other emergencies with the resources required to prevent, respond to, and recover from them. It will also include readiness metrics and elements that support the national preparedness goal including standards for preparedness assessments and strategies, and a system for assessing the Nation's overall preparedness to respond to major events, especially those involving acts of terrorism.

(7) The Secretary will submit the national preparedness goal to me through the Homeland Security Council (HSC) for review and approval prior to, or concurrently with, the Department of Homeland Security's Fiscal Year 2006 budget submission to the Office of Management and Budget.

Federal Preparedness Assistance

(8) The Secretary, in coordination with the Attorney General, the Secretary of Health and Human Services (HHS), and the heads of other Federal departments and agencies that provide assistance for first responder preparedness, will establish a single point of access to Federal preparedness assistance

program information within 60 days of the issuance of this directive. The Secretary will submit to me through the HSC recommendations of specific Federal department and agency programs to be part of the coordinated approach. All Federal departments and agencies will cooperate with this effort. Agencies will continue to issue financial assistance awards consistent with applicable laws and regulations and will ensure that program announcements, solicitations, application instructions, and other guidance documents are consistent with other Federal preparedness programs to the extent possible. Full implementation of a closely coordinated interagency grant process will be completed by September 30, 2005.

(9) To the extent permitted by law, the primary mechanism for delivery of Federal preparedness assistance will be awards to the States. Awards will be delivered in a form that allows the recipients to apply the assistance to the highest priority preparedness requirements at the appropriate level of government. To the extent permitted by law, Federal preparedness assistance will be predicated on adoption of Statewide comprehensive all-hazards preparedness strategies. The strategies should be consistent with the national preparedness goal, should assess the most effective ways to enhance preparedness, should address areas facing higher risk, especially to terrorism, and should also address local government concerns and Citizen Corps efforts. The Secretary, in coordination with the heads of other appropriate Federal departments and agencies, will review and approve strategies submitted by the States. To the extent permitted by law, adoption of approved Statewide strategies will be a requirement for receiving Federal preparedness assistance at all levels of government by September 30, 2005.

(10) In making allocations of Federal preparedness assistance to the States, the Secretary, the Attorney General, the Secretary of HHS, the Secretary of Transportation, the Secretary of Energy, the Secretary of Veterans Affairs, the Administrator of the Environmental Protection Agency, and the heads of other Federal departments and agencies that provide assistance for first responder preparedness will base those allocations on assessments of population concentrations, critical infrastructures, and other significant risk factors, particularly terrorism threats, to the extent permitted by law.

(11) Federal preparedness assistance will support State and local entities' efforts including planning, training, exercises, interoperability, and equipment acquisition for major events as well as capacity building for prevention activities such as information gathering, detection, deterrence, and collaboration related to terrorist attacks. Such assistance is not primarily intended to support existing capacity to address normal local first responder operations, but to build capacity to address major events, especially terrorism.

(12) The Attorney General, the Secretary of HHS, the Secretary of Transportation, the Secretary of Energy, the Secretary of Veterans Affairs, the Administrator of the Environmental Protection Agency, and the heads of other Federal departments and agencies that provide assistance for first responder preparedness shall coordinate with the Secretary to ensure that such assistance supports and is consistent with the national preparedness goal.

(13) Federal departments and agencies will develop appropriate mechanisms to ensure rapid obligation and disbursement of funds from their programs to the States, from States to the local community level, and from local entities to the end users to derive maximum benefit from the assistance provided. Federal departments and agencies will report annually to the Secretary on the obligation, expenditure status, and the use of funds associated with Federal preparedness assistance programs.

Equipment

(14) The Secretary, in coordination with State and local officials, first responder organizations, the private sector and other Federal civilian departments and agencies, shall establish and implement streamlined procedures for the ongoing development and adoption of appropriate first responder equipment standards that support nationwide interoperability and other capabilities consistent with the national preparedness goal, including the safety and health of first responders.

(15) To the extent permitted by law, equipment purchased through Federal preparedness assistance for first responders shall conform to equipment standards in place at time of purchase. Other Federal departments and agencies that support the purchase of first responder equipment will coordinate their programs with the Department of Homeland Security and conform to the same standards.

(16) The Secretary, in coordination with other appropriate Federal departments and agencies and in consultation with State and local governments, will develop plans to identify and address national first responder equipment research and development needs based upon assessments of current and future threats. Other Federal departments and agencies that support preparedness research and development activities shall coordinate their efforts with the Department of Homeland Security and ensure they support the national preparedness goal.

Training and Exercises

(17) The Secretary, in coordination with the Secretary of HHS, the Attorney General, and other appropriate Federal departments and agencies and in consultation with State and local governments, shall establish and maintain a comprehensive training program to meet the national preparedness goal. The program will identify standards and maximize the effectiveness of existing Federal programs and financial assistance and include training for the Nation's first responders, officials, and others with major event preparedness, prevention, response, and recovery roles. Federal departments and agencies shall include private organizations in the accreditation and delivery of preparedness training as appropriate and to the extent permitted by law.

(18) The Secretary, in coordination with other appropriate Federal departments and agencies, shall establish a national program and a multi-year planning system to conduct homeland security preparedness-related exercises that reinforces identified training standards, provides for evaluation of readiness, and supports the national preparedness goal. The establishment and maintenance of the program will be conducted in maximum collaboration with State and local governments and appropriate private sector entities. All Federal departments and agencies that conduct national homeland security preparedness-related exercises shall participate in a collaborative, interagency process to designate such exercises on a consensus basis and create a master exercise calendar. The Secretary will ensure that exercises included in the calendar support the national preparedness goal. At the time of designation, Federal departments and agencies will identify their level of participation in national homeland security preparedness-related exercises. The Secretary will develop a multi-year national homeland security preparedness-related exercise plan and submit the plan to me through the HSC for review and approval.

(19) The Secretary shall develop and maintain a system to collect, analyze, and disseminate lessons learned, best practices, and information from exercises, training events, research, and other sources, including actual incidents, and establish procedures to improve national preparedness to prevent, respond to, and recover from major events. The Secretary, in coordination with other Federal departments and agencies and State and local governments, will identify relevant classes of homeland-security related information and appropriate means of transmission for the information to be included in the system. Federal departments and agencies are directed, and State and local governments are requested, to provide this information to the Secretary to the extent permitted by law.

Federal Department and Agency Preparedness

(20) The head of each Federal department or agency shall undertake actions to support the national preparedness goal, including adoption of quantifiable performance measurements in the areas of training, planning, equipment, and exercises for Federal incident management and asset preparedness, to the extent permitted by law. Specialized Federal assets such as teams, stockpiles, and caches shall be maintained at levels consistent with the national preparedness goal and be available for response activities as set forth in the National Response Plan, other appropriate operational documents, and applicable authorities or guidance. Relevant Federal regulatory requirements should be consistent with the national preparedness goal. Nothing in this directive shall limit the authority of the Secretary of Defense with regard to the command and control, training, planning, equipment, exercises, or employment of Department of Defense forces, or the allocation of Department of Defense resources.

(21) The Secretary, in coordination with other appropriate Federal civilian departments and agencies, shall develop and maintain a Federal response capability inventory that includes the performance parameters of the capability, the timeframe within which the capability can be brought to bear on an incident, and the readiness of such capability to respond to domestic incidents. The Department of Defense will provide to

the Secretary information describing the organizations and functions within the Department of Defense that may be utilized to provide support to civil authorities during a domestic crisis.

Citizen Participation

(22) The Secretary shall work with other appropriate Federal departments and agencies as well as State and local governments and the private sector to encourage active citizen participation and involvement in preparedness efforts. The Secretary shall periodically review and identify the best community practices for integrating private citizen capabilities into local preparedness efforts.

Public Communication

(23) The Secretary, in consultation with other Federal departments and agencies, State and local governments, and non-governmental organizations, shall develop a comprehensive plan to provide accurate and timely preparedness information to public citizens, first responders, units of government, the private sector, and other interested parties and mechanisms for coordination at all levels of government.

Assessment and Evaluation

(24) The Secretary shall provide to me through the Assistant to the President for Homeland Security an annual status report of the Nation's level of preparedness, including State capabilities, the readiness of Federal civil response assets, the utilization of mutual aid, and an assessment of how the Federal first responder preparedness assistance programs support the national preparedness goal. The first report will be provided within 1 year of establishment of the national preparedness goal.

(25) Nothing in this directive alters, or impedes the ability to carry out, the authorities of the Federal departments and agencies to perform their responsibilities under law and consistent with applicable legal authorities and presidential guidance.

(26) Actions pertaining to the funding and administration of financial assistance and all other activities, efforts, and policies in this directive shall be executed in accordance with law. To the extent permitted by law, these policies will be established and carried out in consultation with State and local governments.

(27) This directive is intended only to improve the internal management of the executive branch of the Federal Government, and it is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity, against the United States, its departments, agencies, or other entities, its officers or employees, or any other person

ANNEX W

WILDLAND/URBAN INTERFACE FIRES

FIRE PLAN

**CITY OF SAN JOSE
WILDLAND/URBAN INTERFACE ZONE FIRE
EMERGENCY PLAN**

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ANNEX W
WILDLAND/URBAN INTERFACE ZONE
FIRE EMERGENCY PLAN

PART I
INTRODUCTION

A. BACKGROUND

San Jose is located in a formerly agricultural valley with substantial wildland areas on the eastern, southern, and western sides. Urbanization has progressed in both City incorporated and county unincorporated areas served by the San Jose Fire Department (SJFD). In addition the California Department of Forestry and Fire Protection (CDFFP) provides some mitigation and emergency response services in adjacent wildland areas.

In 1991 there was a firestorm in the wildland/urban interface area along the eastern foothills in Oakland and Berkeley. Lessons learned from that event resulted in legislation that dictates elements of fire department preparedness and planning, and organization for response at the field and Emergency Operations Center (EOC) levels. The San Jose Fire Department fully complies with all legislative mandates, including full implementation of the Incident Command System (ICS). The City has implemented the Standardized Emergency Management System (SEMS) at the EOC level.

The City of San Jose has an on-going effort to mitigate the potential for wildland/urban interface fires. Fire department companies monitor their service areas for obvious risks and work with private property owners for their mitigation. Weed abatement is managed by Code Enforcement in the Department of Planning, Building and Code Enforcement. Fire risk mitigation on City-owned lands is managed by the Parks, Recreation and Neighborhood Services Department and the Department of Transportation. The County of Santa Clara has a Hazardous Vegetation Program to mitigate the potential for fire propagation. One important element of mitigation is the development of fire resistant residential properties. Public education is one tool to engender fire safe mitigation in the community, and is offered by the San José Office of Emergency Services, San Jose Fire Department, Santa Clara County Hazardous Vegetation Program, and the California Department of Forestry and Fire Protection.

In 2000 a fire occurred in the eastern foothills of San José. A San José ***Prepared!*** member offered initial guidance for neighborhood voluntary evacuation in the initial fire area. His neighbors expressed a desire for the development of more San Jose ***Prepared!*** teams in their area. Community meetings after the fire demonstrated the need for targeted public education in wildland interface areas. In the summer of 2001 a packet of wildland interface fire zone public education materials was developed and distributed in targeted areas of San Jose, with the goal of engendering action toward wildland/urban interface fire mitigation by individual owners.

B. PURPOSE

This plan has been developed to provide the basis for City staff and community members to coordinate and interrelate regarding wildland/urban interface fire I-Zone events, including mitigation, planning, response, and recovery

C. SCOPE

This plan addresses wildland/urban interface fire zone areas of the City of San José and the county unincorporated areas served by the San José Fire Department.

This plan is intended to supplement the City of San José's Emergency Operations Plan. It addresses those elements of the emergency organization which would have specific emphasis during a wildland interface fire zone event.

This plan is intended as a guide. It can be modified, as necessary, to cope with unforeseen conditions and events.

Figure 1

PRIMARY & SUPPORTING AGENCIES P = Primary S = Supporting	WILDLAND/URBAN RESPONSE FUNCTIONS										
	Management Section Chief	Emergency Public Info	I-Zone Fire Advisory	Fire/Rescue	Operation Chief	Law Enforcement – Traffic Control	Care & Shelter	Construction Engineering	Planning Intelligence	Logistics	IT/Telecomm
City Manager	P	P	S		S						
Airport		S									
Convention Arts and Entertainment		S					S				
Employee Services		S	S				S				
Environmental Services		S		S						S	
Fire		S	P	P	P			S	S	S	
General Services						S	S		S	P	
Information Technology			S					S			P
Parks, Recreation and Neighborhood Services		S		S			P				
Planning, Building and Code Enforcement				S					P		
Police		S	S	S	S	P		S		S	S
Public Works		S						S			
Transportation		S	S	S				P	S	S	S
American Red Cross							S				
CDFFD		S	S		S			S			
Neighborhood Associations			S								S
National Weather Service			S						S		
News Media		S									
RACES			S						S		S
Santa Clara Valley Trans. Authority						S				S	
San Jose Prepared!			S	S							S
Santa Clara County Health Dept.							S				
Santa Clara County Sheriff's Ofc.				S		S		S			
School District							S				

WILDLAND/URBAN INTERFACE ZONE FIRE STANDARD OPERATING PROCEDURE

PART II

A. MANAGEMENT SECTION

This gives a general plan of emergency response operations for I-Zone fire or the threat of fires. The principal emergency functions needed are Management, Public Information, Operations Chief, Communications, Fire & Rescue, Law Enforcement & Traffic Control, Care & Shelter, Construction & Engineering (Transportation), Planning/Intelligence (Damage Assessment, Situation Analysis, and Recovery), and Logistics (Procurement). These functions are described as they relate to I-Zone fire or the threat of I-Zone fire. Figure 1 lists the responsible and supporting elements of government and the private sector and shows their relationships to the I-Zone fire-related emergency response functions.

Material following Figure 1 describes each of the functions as they relate to an I-Zone fire emergency. These sections also provide a structure for organizing attachments which provide detailed information such as Standing Operating Procedures (SOPs) and site-specific data. SOPs and attachments have been prepared and are maintained by the responsible and supporting departments.

1. Management

a. Purpose

The City Manager is the Director of Emergency Services (DES) and, as such, controls and directs the efforts of the emergency organization. The City Manager or his designee serves as the Management Section Chief.

b. Organization

The emergency organization will be mobilized as necessary according to the Emergency Operations Plan to respond to the threat of an I-Zone fire or an I-Zone fire emergency.

c. Operational Phases and Plan Activations

1) Preparedness Phase Action

- a) Office of Emergency Services (OES) staff members review key City personnel alerting lists on an ongoing basis.
- b) The Director of Emergency Preparedness (DEP) will ensure that the Emergency Operations Center (EOC) is prepared for activation.
- c) S/he will coordinate with state and federal counterparts as appropriate.

2) Increased Readiness Phase Action

- a. The DEP will ensure that the EOC staffing list is up-to-date.
- b. The DEP will coordinate with the Call Center regarding their role in community information.

This phase also includes starting the annual periodic situation appraisal and reporting of vegetation conditions.

- a) By May 15 of each year:
 - The OES will annually conduct a review of the emergency organization to ensure that it is current; and
 - Each department listed as primary or secondary on the matrix will review its I-Zone fire plan and attachments.
- b) By June 1 of each year, each responsible department will have completed the following actions:
 - Inventory supplies and equipment, and initiate action to achieve readiness;

3) Preparedness Phase. This phase includes "readiness actions" such as reviewing plans, revising alert lists, and checking equipment and supplies.

- a. Forward revisions to the Office of Emergency Services (OES).
- b. Update emergency telephone numbers for vendors/suppliers of critical resources.
- c. By June 15, OES shall have taken the following actions:
 - Incorporate department revisions into the I-Zone fire Plan.
- d. By July 1, OES shall have published the revisions to the I-Zone fire Plan and distributed them to the Distribution List.

4) I-Zone Fire Emergency Phase Action

- a. The City Manager/DES may declare a State of Local Emergency due to I-Zone fire. The City Manager/DES will keep the Mayor and City Council informed of significant actions taken.
- b. The DEP will inform the State OES, Coastal Region (via the Operational Area), of the situation/status during EOC activation

5) Recovery Phase

- a. At the termination of the local emergency, the DES will appoint a designated representative for Public Assistance and a designated representative for Individual Assistance.

2. Emergency Public Information

a. Purpose

The purpose of the Emergency Public Information function is to provide official news releases to the news media (including the press and the electronic media--radio, television, and cable television) and to the public, under the direction of the Assistant City Manager.

b. Organization - Responsible and Supporting Agencies

Responsible Agency: City Manager's Office

Supporting Agencies: Office of Emergency Services
Public Works
Fire
Police
Department of Transportation
Parks, Recreation & Neighborhood Services
Call Center
Environmental Services
Human Resources
Airport
Convention, Arts, and Entertainment
News Media
Santa Clara Valley Water District

c. Operational Phases and Plan Activation

1) Preparedness Phase Actions

The Fire Department Public Information Officer (PIO) will develop or revise sample text for news releases and for alert and evacuation leaflets. Leaflets should be in appropriate community languages. The PIO should be prepared to disseminate to San Jose residents literature on how to prepare for an I-Zone fire, sheltering in place, and/or what items they should take with them when evacuating. The City Public Information Officer (PIO) will revise the listing of news media contacts.

The Department of Human Resources will develop lists of bilingual City personnel available to assist in translating news releases, alerts, and evacuation leaflets, and in staffing phone lines and assistance centers.

Fire Department PIO will provide periodic status reports to the City PIO.

2) Increased Readiness Phase Actions

When the DES designates a state of local increased readiness, the City PIO will provide news media with releases advising them of conditions as they change.

The City PIO will identify broadcasters willing to provide public information broadcasting service. The City PIO will use EDIS and Emergency Alert System (EAS) to disseminate life safety information.

The City PIO and DEP will coordinate with the DES on the decision to activate 277-HELP and to create the appropriate recorded message. If the DES directs the 277-HELP line to be staffed, the Public Safety Dispatcher and the Call Center will assist with 277-HELP to provide information to the public, and the City PIO will prepare messages for it. The PIO will publicize the telephone number.

Appropriate bilingual City staff will translate and record the PIO's messages to provide pertinent information to the public via 277-HELP, in either the recorded mode or live mode.

3) I-Zone Fire Emergency Phase Actions

The City PIO will keep the public informed of developing conditions and of prudent actions to take via the news media, EAS, and 277-HELP messages.

The City PIO will utilize the full capabilities of the news media to the maximum extent appropriate for broadcasting timely I-Zone fire advisories to the public. Fire Department staff will manage public notification in the I-Zone fire area.

4) Recovery Phase Actions

The City PIO will inform the public of Disaster Application Center (DAC) locations and other available recovery assistance by news releases, interviews with officials, and 277-HELP recordings or operators. The City PIO will provide the media and public with all necessary follow-up information related to damage assessments (public and private) and to returning the community to normal conditions. The DEP will coordinate with state and federal counterparts.

3. I-Zone Fire Advisories

a. Purpose

The purpose of the I-Zone fire advisory function is to provide timely information to fire prone areas of the community regarding potential time frames for potential impacts.

b. Organization - Responsible and Supporting Agencies

Responsible Agency: Fire Department

Supporting Agencies: City Manager
Police
CDFFP
Department of Transportation
Human Resources
Information Technology
RACES
San Jose ***Prepared!***
Neighborhood Associations
News Media
National Weather Service

c. Operational Phases and Plan Activation

The Assistant City Manager is in charge of all messages released to the public and the media when the EOC is activated, and as such must approve all warning notices and press releases issued after the EOC is opened.

The Police and Fire Chiefs are responsible for neighborhood notification, based on direction of the DES, and information provided by the CDFFP, and the National Weather Service (NWS).

Upon receiving advisory, watch, warning or alert messages, neighborhood associations and San José ***Prepared!*** members will then execute any I-Zone fire warning plans.

The Public Information Officer (PIO) is responsible for communicating city-specific I-Zone fire related news releases to the news media.

1) Preparedness Phase Actions

The Fire Department will update I-Zone fire area alerting lists and maps annually (See Attachment), and remind residents of those areas through a public education campaign that is an opportunity to revise or develop their I-Zone fire warning procedures. These lists will include homeowner associations, schools, and other large facilities. Copies of the revised alerting lists will be forwarded to OES by October 1 each year.

2) Increased Readiness Phase Actions

The Fire PIO will coordinate with the City PIO to ensure that the PIO Branch is prepared to issue I-Zone fire-related media releases and community advisories, watches, warnings, or alerts.

3) I-Zone Fire Emergency Phase Actions

The Fire Chief will establish the geographical scope for I-Zone fire advisories based on information obtained from the NWS and CDFFP. The City PIO will manage and coordinate the issuance to the press. The Fire Chief will activate appropriate supporting agencies. The Assistant City Manager will approve press releases, handbills, 277-HELP messages, and official statements prepared by the City PIO.

The Police Communications Supervisor will, as directed, notify and/or call back City staff for EOC, if activated.

The City PIO will provide written I-Zone fire advisories in the format directed and approved by the Assistant City Manager. The EPIO will set up media conferences as directed. The EPIO will prepare for approval media releases, handbills, and 277-HELP messages in appropriate languages. The EPIO will publicize the 277-HELP activation. At the direction of the Assistant City Manager, the EPIO will use all appropriate media contact points to enhance community awareness of potential I-Zone fire impacts.

The Police Department will direct and coordinate field-warning activities when directed by the DES or in support of an evacuation order. The Police Department will provide warning by vehicle-mounted public address speakers or sirens, where possible. The Fire Department will provide support to Police field warning activities, if personnel are available. San Jose ***Prepared!*** will provide support to Police field warning activities in their neighborhoods, where available.

When I-Zone fire areas are determined to be at risk for fire spread, the Police Department Communication staff will provide telephone notification of I-Zone fire warning to key facilities, unique institutions (see Attachment 1), San José ***Prepared!*** teams, and neighborhood associations as directed by the Assistant City Manager.

Neighborhood associations and San José ***Prepared!*** team leaders who have agreed to coordinate in providing I-Zone fire advisories, after notification, may issue I-Zone fire warnings as described in their plans.

City departments with responsibilities for I-Zone fire advisories will keep the Assistant City Manager apprised of any problems in promulgating I-Zone fire advisories as they arise and inform him/her immediately when assigned tasks

are completed. The Assistant City Manager will keep the DES informed (periodically or as directed) of the status of I-Zone fire advisory operations.

B. OPERATIONS SECTION

1. Operations Chief

a. Purpose

The role of the Operations Chief is to provide centralized control and coordination of emergency operations.

b. Organization

The Fire Chief is the Operations Chief. The Emergency Operations Center will be staffed in accordance with the City Emergency Operations Plan.

c. Operational Phases and Plan Activation

The four operational phases are Preparedness Phase, Increased Readiness Phase, I-Zone Fire Emergency Phase, and Recovery Phase.

1) Preparedness Phase. This phase includes “readiness actions” such as reviewing plans, revising alert lists, and checking equipment and supplies.

2) Increased Readiness Phase. Actions to be taken as the probability of I-Zone fire appears likely (such as during dry and windy weather conditions) to the Fire Chief and Director of Emergency Services (DES):

a) Increased Readiness Phase Actions

The Increased Readiness Phase is designated by the DES. S/he may establish a state of local increased I-Zone fire readiness based on recommendation of the Fire Department staff. Scheduled monitoring of vegetation conditions and weather forecasts will provide the signal for such recommendation, but unforeseen events can also provide the signal.

Once the DES establishes a state of local increased readiness, all City emergency functions will begin executing the Increased Readiness Phase actions of their plans.

The Director of Emergency Preparedness (DEP) will inform the State of California OES, Coastal Region, via the Operational Area, when an Increased Readiness Phase has begun. The DEP will ready the EOC for rapid activation.

b) Stepping Up the Level of Increased Readiness

The DES may step up the level of readiness when the Fire Department staff advises him/her of a high likelihood of I-Zone fire or when the DES has other reasons to develop a higher degree of readiness such as

during holiday periods, when an arsonist is active, or there are high winds and dry conditions. This step-up in readiness may include activating and staffing the EOC and accelerating increased readiness actions.

c) Spontaneous and Voluntary Evacuation

If spontaneous evacuation occurs, the DES may provide support by City-directed resources.

The DES, upon the advice of the Fire Chief and/or Police Chief has the option to advise voluntary evacuation of an area near active fire, even if the area is not expected to become a life or health hazard. Resident of the area shall be given support by City-directed resources. This type of area is defined as an "I-Zone fire area."

3) I-Zone Fire Emergency Phase. Actions taken during the Emergency.

a) I-Zone Fire Emergency Phase Actions

The I-Zone Fire Emergency Phase is designated by the DES.

The DES may direct the Police Chief to issue a voluntary evacuation advisory, or order the evacuation of an area that is, or is expected to become, a life or health hazard through direct effects or indirect effects (such as loss of vital utilities) of an I-Zone fire. This type of area is defined as an "evacuation area."

b) Evacuation of Residents

The City Manager/DES shall direct the Chief of Police to order an evacuation only after declaring a State of Local Emergency due to I-Zone fire. The authority for ordering an evacuation is in Government Code 38791 (See Basic Plan, Appendix 1).

Once DES declares a State of Local Emergency due to I-Zone fire, all directors of departments with emergency functions will begin executing the I-Zone Fire Emergency Phase Actions of their plans.

4) Recovery Phase. Actions to be taken following the emergency.

a) All City department directors and chiefs will prepare after-action reports for the City Manager/DES.

b) Individual disaster recovery assistance may be offered by the Federal Emergency Management Agency (FEMA). This may include Disaster Application Centers (DACs) established by FEMA and the State of California OES to assist citizens with recovery activities. The City of San Jose will provide logistical support to the DACs. The type and

degree of City staffing and support will depend upon the needs of the residents and the direction of FEMA and State OES.

- c) Within 10 days all department directors will provide material for FEMA Schedule B claims to the City's designated representative for Public Assistance, normally the Finance Director.
- d) All departments will continue all actions needed to return the community to pre-I-Zone fire functioning.
- e) Fire Department staff will coordinate with Risk Management to ensure that the City maintains adequate fire insurance for all damaged buildings to ensure the availability of future assistance from FEMA.
- f) All departments will cooperate with the designated representative for Public Assistance to ensure that all City claims are properly filed to maximize reimbursement from FEMA and State OES.
- g) DEP will support FEMA and State OES in opening Disaster Application Centers (DACs), if needed, or work with the City PIO and news media to publicize alternate methods of getting help through the Individual Assistance programs such as 800 number direct telephone contact.
- h) All departments will review and revise their elements of the I-Zone Fire Plan based on actual experience and forward those amended plans to OES within 60 days after the event. OES will compile and review all changes and incorporate them into the I-Zone Fire Plan, as appropriate, and distribute changes within 90 days of the event.

2. Fire and Rescue

a. Purpose

The purpose of the Fire and Rescue function is fire suppression and resident rescue and movement from an I-Zone fire area.

b. Organization - Responsible and Supporting Agencies

Responsible Agency: Fire Department

Supporting Agencies: Police
Planning, Building and Code Enforcement (PB&CE)
Department of Transportation (DOT)
San José *Prepared!*
Parks Recreation and Neighborhood Services (PRNS)
Environmental Services/Municipal Water
San José Water
Great Oaks Water

Santa Clara Valley Water District (SCVWD)
California Department of Forestry and Fire Protection
(CDFFP)
Santa Clara County Sheriff's Office (SCCSO)

c. Operational Phases and Plan Activation

1) Preparedness Phase Actions

The Fire Department monitors vegetation and weather conditions to evaluate the potential for Wildland/Urban Interface Fires annually in conjunction with CDFFP. Battalion Chiefs in I-Zone fire areas up-date their target hazard information for I-Zone fire areas annually. Fire coordinates with DOT and PRNS to ensure that all vegetation management on City-owned lands is implemented early in the season and constantly maintained in a safe condition. DOT coordinates vegetation management with the County Fire Marshall. Code Enforcement ensures that private landowners follow weed abatement and vegetation management as prescribed by law. All departments inventory emergency response equipment as a matter of routine activity. Resource lists of water pumps owned by relevant water companies will be checked annually and revised as necessary by Fire Department Bureau of Fire Prevention staff. Fire Department personnel will coordinate with mutual aid partners and SCVWD to determine the availability of submersible pumps and other auxiliary fire fighting support.

2) Increased Readiness Phase

The Fire Department will mobilize I-Zone fire plans and equipment as appropriate. Fire Department personnel will coordinate with water companies to ensure that emergency contact information is up to date.

3) I-Zone Fire Emergency Phase Actions

The Fire Department will provide fire suppression, resident rescue and direction for movement for persons in I-Zone fire areas to the maximum extent possible, considering personnel safety. The Fire Department will utilize supporting agencies, as appropriate, such as Police, Santa Clara County Sheriff's Office (SCCSO), San Jose ***Prepared!***, and DOT.

The DOT will provide available engineering support as necessary and will call upon the private sector when applicable. CDFFP will provide suppression and movement support. Santa Clara Valley Transit Authority (SCVTA) will provide movement and shelter support when applicable.

4) Recovery Phase Action

- a) Fire Department personnel will coordinate with GS and mutual aid partners to ensure that all consumed, destroyed, or depleted resources are replaced or refurbished.

- b) Fire Department personnel will ensure that I-Zone Fire Plan information is updated or modified based on actual experience.
- c) Fire Department personnel will assist the designated representative for Public Assistance to ensure that appropriate document action is provided for reimbursement of mutual aid partners.
- d) Fire Department personnel will assist the designated representative for Public Assistance to ensure that appropriate documentation is provided for reimbursement by FEMA and State OES.

3. Law Enforcement and Traffic Control (evacuation)

a. Purpose

The purpose of the Law Enforcement and Traffic Control function is to provide I-Zone fire related traffic control, to manage evacuation operations, and to maintain law and order during evacuation operations and in evacuated areas (see Attachment 5).

b. Organization - Responsible and Supporting Agencies

Responsible Agency: Police Department

Supporting Agencies: DOT
General Services
SCCSO
CDFFP
SCVTA

c. Operational Phases and Plan Activation

1) Preparedness Phase Actions

The Police Department will review its I-Zone fire emergency plans, including evacuation routes and traffic control points, and revise them as necessary. The Police Mobile Command Post and mobile radio station/DUI vehicle should be inspected for readiness.

2) Increased Readiness Phase Actions

- a) The Police Department will prepare to activate the Traffic Control Plan (Attachment 5, Section IV).
- b) Police will ensure that mobile electronic message boards are in good working order, and vehicles to move them are available.

3) I-Zone Fire Emergency Phase Actions

The Police Chief is responsible for all evacuation functions. In the event evacuation operations are required, s/he reports directly to the Operations Chief. The Operations Chief will keep the City PIO and Situation Analysis staff informed of street closures and traffic routings. The Police Department will maintain a command staff member in the liaison role at the field level Incident Command Post (ICP).

The Police Department, coordinating with DOT for personnel and barricades, will activate the Traffic Control Plan (Attachment 5, Sections IV).

The Police Department will control the operations of privately owned vehicles in I-Zone fire areas (See Attachment 5, Section IV).

The Police Department will allow no unauthorized persons to enter or return to an I-Zone fire or sealed off area without permission of the Police Liaison at the ICP.

The Police Department will establish a Mobile Command Post co-located with the Fire Department Incident Command Post if necessary or as directed by the Operations Chief.

At the order of the Police Chief, the Logistics Section Chief will arrange evacuee transportation by bus from Assembly Points to Congregate Care Centers coordinating with the Santa Clara Valley Transportation Authority. The Police Department will provide support and escort service as necessary. (See Attachment 7 - Assembly Points)

4. Medical Operations

This is a County function. A Medical Liaison position may be activated by the Operations Chief.

5. Medical Examiner/Coroner

This is a County function. A Coroner Liaison may be activated by the Operations Chief.

6. Care And Shelter

a. Purpose

The purpose of the Care and Shelter function is to provide congregate care and shelter for San Jose residents affected by potential or actual I-Zone fire.

b. Organization - Responsible and Supporting Agencies

Responsible Agency: Parks, Recreation & Neighborhood Services

Supporting Agencies: American Red Cross (Federal Mandate)
Conventions, Arts & Entertainment
General Services
School Districts
Santa Clara County, Department of Health
Human Resources Department

c. Operational Phases and Plan Activation

1) Preparedness Phase Actions

The Director of Parks, Recreation & Neighborhood Services (PRNS) will review shelter plans and alert lists, establish liaison with supporting agencies to review agreements and confirm facility availability.

2) Increased Readiness Phase Actions

The Director of PRNS will advise his/her staff and supporting agency liaisons of the situation, including potential need for congregate care facilities. S/he will provide her/his staff with shelter management refresher training. S/he will establish communications and coordinate all activity with the liaison appointed by the American Red Cross, Santa Clara Valley Chapter. S/he will alert the Damage Assessment Branch of anticipated manpower needs for structural inspection and health support activities for potential shelter locations.

3) I-Zone Fire Emergency Phase Actions

The Director of PRNS will alert and mobilize staff and supporting agencies as necessary. S/he will open congregate care centers and/or shelters in accordance with the agreement with the American Red Cross as directed by the Operations Chief. S/he may request manpower support, if necessary, coordinated through the Logistics Section, Personnel Branch, including bilingual staff and extra staffing.

The Director of PRNS shall request sanitation, health and/or facility inspections and support from Operations Section/Public Health Unit or the County Public Health Department.

The Director of PRNS shall request the City PIO to create announcements and/or informational pamphlets that would benefit evacuees requiring shelter.

4) Recovery Phase Actions

The Director of PRNS will assist the American Red Cross in closing congregate care centers and/or shelters.

7. Construction and Engineering (Traffic Control Devices)

a. Purpose

The purpose of the Construction & Engineering function is to plan, direct and provide traffic control devices for I-Zone fire areas.

b. Organization - Responsible and Supporting Agencies

Responsible Agency: Department of Transportation

Supporting Agencies: Police
Santa Clara County Sheriff's Office
Information Technology/GIS
Public Works
Fire

c. Operational Phases and Plan Activation

1) Preparedness Phase Actions

- a) Police will coordinate with DOT regarding evacuation route planning and anticipated need for support.
- b) The Director of DOT will coordinate with General Services to inventory the flares, barricades, and delineators stockpiles and replenish if necessary.
- c) DOT will ensure that electronic arrow signs are in good working order, and vehicles to move them are available.

2) Increased Readiness Phase Actions

The Director of DOT and Police Chief will coordinate regarding potential need for traffic control services. DOT and Police will work with IT/GIS to ensure that adequate maps for managing I-Zone evacuations are available for the EOC and the Incident Command Post.

3) I-Zone Fire Emergency Phase Actions

- a) The Director of DOT will implement the Alert and Mobilization Plan and implement general traffic control support operations until a specific plan is developed.

- b) The Director of Employee Services will coordinate the registration of volunteer forces, individuals, and groups and assist in their allocation and assignment, as needed, if requested by the Operations Chief. If a prolonged event's anticipated, the Director of Employee Services will request activation of the Volunteer Center of Silicon Valley's spontaneous unregistered volunteer management plan.

4) Recovery Phase Actions

- a) The Director of DOT will have traffic control devices removed from public property. S/he will coordinate with the Logistics Chief to ensure that stockpiles of flares, barricades and related batteries and delineators are replenished.
- b) Erosion control of fire-damaged areas must be managed by Department of Public Works (DPW) and Environmental Services Department (ESD). Water quality and streambed maintenance must be managed by DPW in conjunction with Santa Clara Valley Water District (SCVWD) and any property owners.
- c) DPW and DOT will review the condition of all infra-structure and ensure repair or reconstruction of affected roadways, culverts, drainage areas and ensure that re-grading of slopes is accomplished where necessary.
- d) DPW and DOT will coordinate with all utility owners to ensure repair and restoration of functionality. Temporary repairs or measures may be needed to allow residents to return to homes not damaged by fire.

C. LOGISTICS SECTION

1. Logistics Chief

a. Purpose

The purpose of the Logistics function is to plan, direct, and provide logistical support to the emergency response and recovery operations.

b. Organization – Responsible and Supporting Agencies

Responsible Agency: General Services

Supporting Agencies: Police
Fire
DOT
Environmental Services
SCVWD
SCVTA

c. Operational Phases and Plan Activation

1) Preparedness Phase Action

- a) The Director of General Services will inventory emergency response equipment in City stocks and coordinate with user departments to be sure supplies are adequate.
- b) The Director of General Services will update emergency telephone numbers of vendors of critical resources.

2) Increased Readiness Phase Action

The Director of General Services will confirm the adequacy of stockpile supplies with user departments.

3) I-Zone Fire Emergency Phase Action

The Director of General Services will respond to the EOC as Logistics Section Chief, as required, and mobilize departmental personnel according to the GS procedure, in support of the Logistics Section.

4) Recovery Phase Actions

- a) The Director of General Services will coordinate with other departments to restock depleted supplies.

- b) The Director of General Services will assist the designated representative for Public Assistance to ensure that appropriate documentation is provided for reimbursement by FEMA and State OES.

2. IT/Telecommunications

a. Purpose

The purpose of the IT/Telecommunications function is to ensure that adequate radio and telecommunications are available during an I-Zone fire to transmit/forward messages to field response staff and EOC staff.

b. Organization - Responsible and Supporting Agencies

Responsible Agency: Information Technology/Fire Communications

Supporting Agencies: Police Communications
DOT
RACES
Pacific Bell Company
Cellular-One
Neighborhood Associations
San Jose Prepared!

c. Operational Phases and Plan Activation

1) Preparedness Phase Actions

Emergency communications equipment which is not in day-to-day use will be checked monthly from July through December.

The Office of Emergency Services (OES) staff will check telephones and radios at the EOC and report any problems to IT. Emergency telephones and radios not located in the EOC will be tested by the responsible department. Inoperable equipment will be reported to IT for repair and returned to service as soon as possible.

2) I-Zone Fire Emergency Phase Action

The on-duty Fire Deputy Chief will confer with DEP regarding EOC activation. The DEP will notify the DES and obtain direction regarding the level of EOC activation or staffing.

Police Communication's staff will activate the call out plan as directed by the DEP.

Communications resources to be considered, regardless of the level of EOC activation, include:

- Open the DOT Dispatch Center

- San Jose RACES
- Police Mobile Command Post and/or Mobile Radio Station/DUI vehicle
- Fire Command Post Support Vehicle
- Fire IDT
- IT/Telecommunications Manager:
 - ✓ Will distribute communications equipment (pagers, radios, cellular phones) if required and if available.
 - ✓ Will contact PacBell liaison, if required.
 - ✓ Will coordinate with GS to acquire needed equipment/services.

The DEP will coordinate with the City PIO to script and record an appropriate message on 277-HELP, in appropriate languages. At the direction of the DES, 277-HELP may become a staffed answering point, using City staff from the Call Center, Neighborhood Development Center, and/or Police Communications. The operators will respond to public inquiries. Requests to the City's Public Information Officer (EPIO) for information from the news media will be forwarded appropriately, and their media line may be activated and publicized.

D. PLANNING/INTELLIGENCE SECTION

1. Situation Analysis

a. Purpose

The purpose of Situation Analysis is to use information from Fire, CDFFP, and NWS to determine if an I-Zone fire is impending, and to forecast the likelihood of its occurrence and magnitude as a basis for recommendations to the DES. Fire and CDFFP will be key members of the team. Fire Department companies conducting community reconnaissance will provide timely local information.

b. Organization-Responsible and Supporting Agencies

Responsible Agency: Planning, Building and Code Enforcement

Supporting Agencies: Fire
DOT
CDFFP
General Services
National Weather Service (NWS)
RACES

c. Operational Phases and Plan Activation

1) Preparedness Phase Actions

The Director of PB&CE will obtain status reports from Fire and CDFFP on weather and vegetation moisture conditions. He will ensure that the CE staff are enforcing all codes related to vegetation management, weed abatement, and fire safety.

2) Increased Readiness Phase Actions

The Director of PB&CE will utilize weather reports along with reports from Fire and CDFFP to determine if a risk of I-Zone fire is developing. When the Situation Analysis of wind and humidity data indicates a high likelihood of I-Zone fire in San Jose, the Director of PB&CE will coordinate with the Fire Chief, who will immediately inform the DEP with a status report and a recommendation for action. The DEP will contact the DES for permission to open the EOC. The Fire Chief will also inform Police, DOT, General Services, and any other support department of the potential for an I-Zone fire. OES may relay the report via the Operational Area to the State OES, Coastal Region office, when appropriate.

3) I-Zone Fire Emergency Phase Actions

a) When I-Zone fire within the San José Fire Department service area is imminent or evident, the Fire Chief will conduct an investigation and

analysis to identify the sources and conditions in the active fire area and shall report the results promptly to the DES with recommendations for action.

- b) The DES may declare a State of Local Emergency due to I-Zone fire.
- c) The Recovery Branch Director evaluates the need for vegetation removal from public and private property, and begins working with City departments and the Logistics Section to organize removal of any potentially hazardous vegetation and other immediate mitigation action that could prove useful without endangering City staff.
- d) The Planning/Intelligence Chief evaluates the need for temporary housing and coordinates with Care & Shelter Section and Recovery Branch.
- e) The Planning/Intelligence Chief evaluates the need for utility repairs and coordinates with Construction & Engineering through the Utility Coordinator.
- f) The Plans Chief evaluates the need for repairs to major public facilities and coordinates with Construction & Engineering/Public Works Department.
- g) The Recovery Branch Director reviews the disaster damage assessment information and takes any steps that will hasten community recovery.

3) Recovery Phase Actions

The Department of Planning, Building & Code Enforcement (PB&CE) will develop an abbreviated inspection and permitting process to aid rebuilding and rehabilitation of buildings in the fire area, when appropriate to the disaster. PB&CE may request the City Council to reduce or waive fees, where appropriate.

E. FINANCE SECTION

1. Finance Section Chief is the Director of Finance.

a. Purpose

The role of the Finance Section Chief is to ensure that all disaster-related expenses are accounted for, and that federal and state reimbursements are obtained.

b. Organization

Finance representation in the EOC may be provided in person or electronically.

2. Operational Phases and Plan Activation

a. Preparedness Phase

- 1) By June 1 of each year Finance will review and update the reimbursement manual to ensure compliance with federal and state reimbursement guidelines.
- 2) By June 15 a new/revised manual will be prepared, if needed. One copy will be provided to each EOC Section Chief and the DEP
- 3) By July 15 Risk Management will review all disaster insurance policies for City-owned buildings previously damaged in federally declared disasters and ensure that the policies meet minimum FEMA standards for coverage.

b. Emergency Phase

- 1) Support EOC operation as outlined in City Emergency Operations Plan (EOP).
- 2) Appoint an individual to serve as the point of contact for trading financial records related to the disaster.

c. Recovery Phase

- 1) Coordinate all financial recovery from FEMA and State OES with the designated representative for Public Assistance.
- 2) Assist the designated representative with all paperwork and form filing for reimbursement to the City of San Jose.
- 3) Risk Management will acquire appropriate insurance policies for all damaged City-owned buildings.

KEY FACILITIES IN SAN JOSE WLDLAND/URBAN INTERFACE ZONE AREAS

1. Evacuation Collection Locations – Zone 1

A. SCHOOLS

PUBLIC SCHOOL	EMERGENCY NUMBERS	CAPACITY	MAP GRID
Independence High School 1776 Education Park Drive San Jose, CA 95113 928-9500 Cari Vaeth, Principal Home: 942-0760 Pager: 697-6023	John Nunez, Custodian Work: 928-9612 Home:	1,600	J38
Mount Pleasant High School 1750 S. White Road San Jose, CA 95127 937-2800 Art Darin, Principal Home: 268-9483 Cell: 593-3479	Fred Luzod, Custodian Work: 937-2870 Home: 926-6715		L43
James Lick High School 57 North White Road San Jose, CA 95127 347-4400 Bernice Olmos, Principal Home:	Ruben Hernandez, Custodian Work: 729-3580, x3745 Home: 270-0233 Pager: 697-6006	1,600	J41
Piedmont Hills High School 1377 Piedmont Road San Jose, CA 95132 347-3800 Dan Mosher, Principal Home: 356-8497	Jerry Rodriguez Custododian Work: 729-3950 Home: 292-4596 Pager: 697-6013	1,600	F39

KEY FACILITIES IN

SAN JOSE WLDLAND/URBAN INTERFACE ZONE AREAS

1. Evacuation Collection Locations – Zone 2

B. SCHOOLS

PUBLIC SCHOOL	EMERGENCY NUMBERS	CAPACITY	MAP GRID
Independence High School 1776 Education Park Drive San Jose, CA 95113 928-9500 Cari Vaeth, Principal Home: 942-0760 Pager: 697-6023	John Nunez, Custodian Work: 928-9612 Home:	1,600	J38
Mount Pleasant High School 1750 S. White Road San Jose, CA 95127 937-2800 Art Darin, Principal Home: 268-9483 Cell: 593-3479	Fred Luzod, Custodian Work: 937-2870 Home: 926-6715		L43
James Lick High School 57 North White Road San Jose, CA 95127 347-4400 Bernice Olmos, Principal Home:	Ruben Hernandez, Custodian Work: 729-3580, x3745 Home: 270-0233 Pager: 697-6006	1,600	J41
Piedmont Hills High School 1377 Piedmont Road San Jose, CA 95132 347-3800 Dan Mosher, Principal Home: 356-8497	Jerry Rodriguez Custododian Work: 729-3950 Home: 292-4596 Pager: 697-6013	1,600	F39

KEY FACILITIES IN **SAN JOSE WLDLAND/URBAN INTERFACE ZONE AREAS**

1. Evacuation Collection Locations – Zone 3

C. SCHOOLS

PUBLIC SCHOOL	EMERGENCY NUMBERS	CAPACITY	MAP GRID
Overfelt High School 1855 Cunningham Avenue San Jose, CA 95122 347-5900			T42
Mount Pleasant High School 1750 S. White Road San Jose, CA 95127 937-2800 Art Darin, Principal Home: 268-9483 Cell: 593-3479	Fred Luzod, Custodian Work: 937-2870 Home: 926-6715		L43

KEY FACILITIES IN **SAN JOSE WLDLAND/URBAN INTERFACE ZONE AREAS**

1. Evacuation Collection Locations – Zone 4

D. SCHOOLS

PUBLIC SCHOOL	EMERGENCY NUMBERS	CAPACITY	MAP GRID
Evergreen Community College 3095 Yerba Buena Road San Jose, CA 95135		L	Lynx Thomas Bros. 855-G4
Liberty Baptist High School 2790 S. King Road San Jose, CA 95122		12500	Lynx Thomas Bros. 855-42

KEY FACILITIES IN SAN JOSE WLDLAND/URBAN INTERFACE ZONE AREAS

1. Evacuation Collection Locations – Zone 5

E. SCHOOLS

PUBLIC SCHOOL	EMERGENCY NUMBERS	CAPACITY	MAP GRID
Silver Creek High School 3434 Silver Creek San Jose, CA 95121 Dr. Ana Lomas, Principal 347-5610	Mr. Scroeder Work: 347-5620 J. Avila Work: 347-5682	2,600	Lynx O43 Thomas Bros. 855-B4
Oak Grove High School 285 Blossom Hill Road San Jose, CA 95123 347-6500	Julia Lawrence Home: 238-3751 Richard Frias Joaquin Rosas	1500	Lynx T42 Thomas Bros. 875-J5
Andrew Hill High School 3200 Senter Road San Jose, CA 95111 347-4100		1,500	Thomas Bros. 854-J5

KEY FACILITIES IN

SAN JOSE WLDLAND/URBAN INTERFACE ZONE AREAS

1. Evacuation Collection Locations – Zone 6

F. SCHOOLS

PUBLIC SCHOOL	EMERGENCY NUMBERS	CAPACITY	MAP GRID
Santa Teresa High School 6150 Snell Road San Jose, CA 95123 347-6211		1500	Lynx V41 Thomas Bros. 874-J2
Oak Grove High School 285 Blossom Hill Road San Jose, CA 95123	Julia Lawrence Home: 238-3751	1500	Lynx T42 Thomas Bros. 875-A4
Gunderson High School 622 Gaundabert Lane San Jose, CA 95136 Demarris Brooks, Principal 535-6340	Jose Gonzales	1500	Lyns X38 Thomas Bros. 874-F3
Leland High School 6677 Camden Avenue San Jose, CA 95120 535-6290		1500	Thomas Bros. 834-J2

KEY FACILITIES IN **SAN JOSE WLDLAND/URBAN INTERFACE ZONE AREAS**

1. Evacuation Collection Locations – Zone 7

G. SCHOOLS

PUBLIC SCHOOL	EMERGENCY NUMBERS	CAPACITY	MAP GRID
Pioneer High School 1290 Blossom Hill Road San Jose, CA 95118 Baarbera Lepiane, Principal 535-6310	Barbera Lepiane Cell: 464-3343 Larretta Covarrubias 209-5429	1500	Thomas Brothers 874-C4

H. SHOPPING CENTERS

McKee and Capital
Berryessa and Capital
Hostetter and Capital

I. RECREATIONAL AREAS

Lake Cunningham
(Capital & Tully)
277-5650

Cataldi Park
(Morrill & Cataldi)
277-4573

J. HOSPITAL

Regional Medical Center
225 N. Jackson
San Jose
Kim Smith: 259-5000, x 2941

SJFD
STATION LOCATIONS, STAFFING AND RESOURCES.

STATION	Battalion	Engine	Satellite	Truck/ USAR	Satellite	Misc. Equip.	Personnel
1	B1	1	BPG1	T1	Light Unit 1	Courier	11
2	B2	2	BP2	T2	Light Unit 2	Courier EMS Trailer	11
3		3	BP3	T3	Light Unit 3		9
4		4		T4	Medic 4		9
5		5	BPG5	U5	UT5	Utility 5	9
6		6	Hose 6			Air Unit	5
7		7					4
8		8					4
9		9		T9	Light Unit 9		9
10	B10	10				Arson Van Courier EMS Trailer	5
11		11					4
12		12	BP12				4
13	B13	13		U13	UT13	Courier EMS Trailer	10
14		14		T14	Light Unit 14		9
15		15				WT14	4
16		16		U16	UT16		9
17		17					4
18		18		T18	Medic 18		9
19		19	BP19				4
20		20ABC	R20				6
21		21	BP21				4
22	22	Medic 22					4
23	23						4
24		24	BP24				4
25		25					4
26		26				Comm.26	4
27		27	BP27				4
28		28	BP28				4
29	B29	29		T29	Medic 29	HI29 Foam Unit Res.HIT	14
30		30				Res. Engine Medic 30	5
31		31			Medic 31		4

TOTAL UNIFORMED PERSONNEL ON DUTY PER SHIFT

194

Please see San Jose Fire Department's Available Resource Guide (Library Text 5-9) manual for other special equipment. San Jose Fire Department also participates in the State Mutual Aid Plan, the Bay Area InterCounty, Santa Clara County Local Fire Service and Rescue Mutual Aid Plans.

WATER PUMPS BLOCK 50 STATUS

Water Company	Contact	Telephone	Block Status of Pumps
San Jose Muni Water	Jim Irving	277-5180	See attachment
San Jose Water Co.	Ruben Hernandez	279-7875	See attachment
Great Oaks Water Co.	Robert Moore	829-4493	See attachment

Sample Message

CITY OF SAN JOSE

WELFARE AND CONGREGATE CARE

DATE: _____

DISASTER KIT FOR EVACUATION

Bring the following if possible:

- Sleeping bag or warm blanket, pillow
- Prescription medications, other essential medical supplies (oxygen, etc.)
- Hygiene items: soap, towels, toothbrush, deodorant, shaving it, etc.
- Infant support items, diapers, food, feeding spoons, bottles, clothing, blankets
- Personal identification: checkbook, utility bill, rent receipt or mortgage bills/stub.
- Insurance: Insurance policies (fire, auto) with agent's contact information
- Extra clothing, jacket, hat
- Children's support items: cuddly toy, blanket, books, coloring books and crayons, games
- Flashlight and transistor radio with earphones, batteries
- Personal entertainment supplies: books, playing cards, games
- Extra eyeglasses, hearing aid batteries, sunglasses
- Notebook, pens, envelopes and stamps, address book, phone book

Have these items ready in case you have to move fast. Remain calm and follow direction of evacuation personnel!

**PLEASE TRY TO FIND SHELTER WITH FRIENDS OR RELATIVES;
AMERICAN RED CROSS WILL OPERATE SHELTERS AT LOCATIONS
TO BE ANNOUNCED.**

EXAMPLE

CIUDAD DE SAN JOSÉ

ASISTENCIA PUBLICA Y CONGREGAR CUSTODIA

FECHA: _____

Se recomienda que UD.traigo las siguientes cosas, si es todo posible:

- Colcha-cama o cobijas
- Medicamentos y otras medicinas esenciales (oxigeno, etc.)
- Articulos para bebes como panales, comida, ropa, cobijas, cucharas, mamila
- Cosas de higiene: Medicamentos, vitaminas, toallas, cepilla de dientes, jabon etc.
- Identificación personal/licencia de manejar, talonario de cheques.
- Informacion de sus seguros de auto, casa y nombre y telefono de su agente.
- Juguetes y juegos para entretener los niños, como libros de dibujo, y lapises
- Suplementario de ropa , como chamarra/chumpa, botas, sombrero
- Linterna y radio portatil con baterias
- Articulos para pasar el tiempo como libros, barajas, juegos, revistas
- Pares de antiojos extras para el sol y de prescripcion
- Cuaderno, plumas, sobres y estampillas, agenda telefonica

Tenga estas cosas listas y a la mano en caso de que tenga que salir rápidamente. Mantengase tranquilo y sigue las instrucciones de las autoridades que dirijen la evacuación.

POR FAVOR OBTENER RUGIO CON AMIGOS O PARIENTES; AMERICAN RED CROSS OPERARÉ REFUGIOS A LUGARES ANUNCIADOS

**WILDLAND/URBAN INTERFACE ZONE
FIRE PLAN**

TITLE: Fire Area Access Control and Security Plan

DEPARTMENT: Police

CONTACT PERSON: Deputy Chief of BFO (277-4715)

I. GENERAL APPLICATIONS

- Notification of emergency warning or evacuation by City Manager.
- Chief of Police alerts Deputy Chief of Police, Bureau of Field Operations.
- Deputy Chief of Bureau of Field Operations staffs Emergency Operations Center (EOC) Law Enforcement position. Designates a Captain to be the Police Tactical Operations Commander in the EOC and a Lieutenant or Sergeant to assist the Captain and a Command Staff member as the Police Liaison at the Incident Command Post (ICP).
- Police Communications supervisor maintains an activity log containing street closures, evacuation routing requests from the Fire Department, traffic management concerns, and shelter locations.
- The Captain (tactical operations commander) designates any Lieutenants, Sergeants, or Officers to assist in the EOC as needs dictate.
- Immediate area survey by the Area Commander (Field Lieutenant) who will have Special Operations Units available as a resource (e.g., Traffic Enforcement Unit and police helicopter).
- Tactical Operations Commander utilizes I-Zone fire readiness checklist and Police Bureau of Field Operations office personnel to make preliminary contact for equipment and other needs.
- Area survey report and further personnel designations and assignments.
- Assist Fire Department with emergency warning and area rescue. Evacuate the AREA if directed by the Chief of Police.
- Provide traffic control and security for I-Zone fire emergency area on a 24-hour basis, as appropriate.

II. AIRCRAFT OPERATIONS

Air Support Commander – Contact Police Communications Supervisor at 277-8995.

Fixed-wing aircraft maintains four hours air time before refueling becomes necessary.

Helicopter maintains 2.5 hours air time before refueling becomes necessary.

A. Helicopter Applications

- Aerial surveillance as needed above the City.
- Communication capable with all surrounding agencies (Santa Clara Police via Fire channel only).
- Communication relay capable with agencies of difficult RT bands, i.e., simulcast with Sheriff, SJPD and CHP.
- Video and/or photo capabilities (hand-held only).
- Helicopter has public address systems capable of disseminating evacuation orders.
- Global positioning via satellites (GPS navigation) enabling helicopter to navigate to exact areas in case of massive power failure.
- On-board infra-red (FLIR) to look for and detect fires not visible to the human eye.
- Thirty million candlepower lights.

B. Department of Justice Air Assets Program

Department of Justice (DOJ) maintains the following aircraft with pilots to lend to agencies during emergencies:

- Six fixed-wing aircraft
- Eleven light helicopters
- Sixteen heavy helicopters.

Requests may be made via Sacramento DOJ Office:

- Command Center 24-hour number: (916) 227-3244

III. EQUIPMENT NEEDS

A. Police Command Posts

B. I-Zone Fire Kit

1. Citizen security passes and stamp
 2. Extended security passes - VIP
 3. Visitor log form
 4. Communications activity log form
 5. Assignment sheets
 6. Evacuation order
 7. Maps of the fire/threat areas (provided by IT/GIS)
 8. I-Zone key facilities list - special security precautions
- C. Barricade Truck and Supplies
- D. Flares (additional in Central Warehouse)
- E. Department of Transportation
1. Utility vehicles, 2½ ton trucks, etc.
 2. Portable toilets
- F. Department of General Services, Purchasing
1. Traffic control devices
 2. Special lighting equipment
 3. Food service

IV. TRAFFIC CONTROL STRATEGY

This traffic control contingency plan is provided as a general guideline only. Control points suggested herein are based on past history of I-Zone fire areas and anticipated evacuation routes.

This plan covers three levels of manpower commitment, based on the severity of I-Zone Fire.

A. Level One - I-Zone Fire Localized in Wildland Area

1. Coordinate with Fire ICP to develop entry and egress routes for fire suppression vehicles and emergency support vehicles and equipment.
2. Maintain checkpoints at the entrances to I-Zone fire areas to prevent “tourists.”

3. Maintain street traffic control and restrict parking along all routes needed for emergency vehicle passage.

B. Level Two -I-Zone Fire in Built-up Area

1. Maintain all controls in Level One
2. Coordinate with Incident Commander (IC) to determine which residential areas will shelter-in-place, which will be advised to move, and which will be under a mandatory evacuation order requested by the Fire Chief and issued by the Police Chief.
3. Coordinate with IC to determine routes for evacuation/moving residents that will not disrupt fire suppression operations, as far as possible.
4. Coordinate with DOT for traffic control devices to be delivered and set up at key locations.
5. Coordinate with Medical/Liaison in EOC regarding traffic control needs at hospital.
6. Coordinate with Care and Shelter Branch Director in the EOC regarding the evacuation center location and its traffic control needs: ingress and egress, parking arrangements.
7. Coordinate with SCVTA to provide busses for resident movement/evacuation when appropriate.
8. Provide police cars with P.A. to circulate through affected neighborhoods to announce appropriate alerts/warnings.
 - a. Get script for each area from EOC EPIO's.
 - b. Shelter-in-Place population to stay indoors, seal out smoke and turn on news radio or TV station.
 - c. Movement population to drive with caution and follow all traffic direction, one-way streets in effect (if appropriate), and turn on radio and tune to DUI trailer radio station 1340 AM for more information.
 - Coordinate staffing of 1340 AM by traffic officer to read the script from the EPIO's: drive safely, obey all traffic devices, evacuation center location.
 - d. Evacuation population encouraged to use SCVTA busses available at a specific location(s). Otherwise, same as movement.
9. Prevent access to all I-Zone fire areas by all except Fire and emergency response vehicles, and media as required by law.

In the past, the most severe traffic control problems have occurred Monday through Friday during prime commute hours. From 0600 to 0900, and from 1430 to 1830 hours, every major intersection may require personnel. During slack periods the on-duty commander will be required to assess the situation and make adjustments as necessary.

V. OTHER AGENCY CONTACTS

- A. California National Guard
Office of Emergency Services must request the above services by calling the State OES 24-Hour Warning Patrol Center: (916) 262-1621
- B. California Highway Patrol: (707) 551-4102
- C. Milpitas Police Department: City x4155 / 263-1212
- D. Santa Clara County Sheriff's Office: City x4340 / 299-2674
- E. Santa Clara City Police Department: City x4740, Dispatch: 615-5580
- F. Key facility emergency and security contact persons (see Attachment 2).

VI. EVACUATION

When the evacuation order for any portion of the San Jose community has been given by the Police Chief, the Police Department will assist Fire personnel in notification procedures by announcement of evacuation by public address systems from Air 1 and patrol vehicles. Final evacuation verification may be made on a door-to-door basis through both Fire and Police Departments, provided the safety of personnel can be assured.

Arrangements have been made with some neighborhoods in the I-Zone area for notification assistance by San Jose ***Prepared!*** personnel.

INTERFACE ZONE ASSEMBLY POINTS

In the event of population movement or evacuation, assembly points will have to be established. These should be up-wind of the smoke where possible and surrounded by non-flammable material/defensible space.

1. Assembly points for transportation of those without cars or with special needs (ADA, children, elderly, etc.):
 - School parking lot
 - Neighborhood shopping center
 - Recreational fields
 - Church/religious facility parking lot
 - Key facility with population requiring transport (nursing home, school, day care, etc.)
2. Assembly points for family reunification: Announced shelter sites
 - Regional shopping center parking lot
 - Grocery store parking lot
 - High school parking lot or field